Jackson County Library District
Library Board of Directors
Annual Advance
July 12-13, 2018

Agenda Packet Materials

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Library Board of Directors
Annual Advance
July 12-13, 2018
Location: White City Branch, 3143 Avenue C, White City, OR

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Purpose of the Advance

This is the Board's annual planning session. The Advance has two major objectives.

Objectives:

1. **LS&S Management Plan for Achieving Broad User Base**

   The Advance agenda will begin with a presentation by Jennifer Giltrop, LS&S, of Library Management's plan for broadening the user base of the Library, and as a measure of that, getting the Library to a 75% card holder rate, as per the Board's directive in March 2018. The presentation will include opportunity for questions and dialog about the plan.

   This is expected to be a service and operational plan that focuses on gradually but definitively broadening the user base, informed by the Strategic Plan and the District's other guiding documents: the OLA Standards Review, Facilities/Capital, Technology, and Advocacy plans developed by Board Committees in concert with Management and staff. Likewise, LS&S proposals having to do with hours, staff compensation, staffing levels, and so forth should show a clear connection with this over-arching purpose: broadening the user base of the Library.

   Following the presentation, the Board will consider and discuss the plan and summarize its feedback.

2. **Board Action Plan, FY 2018/19**

   A. <u>Near-term Board Action Plan</u>

   The Advance Packet includes an update-to-present Board Action Plan from the March 2018 work session. It also includes the Facilities, Technology, and Advocacy plans for the Board members' prior review. The OLA Standards Review will have been on the Board Meeting agenda, preceding the Advance. With these as a backdrop, we will complete an exercise of priority setting actions related to Facilities/Capital, Technology, and Advocacy, in concert with updating the Board Action Plan for FY 2018/19, which is the "near-term" action plan. We will decide on specifications for a "master calendar" (March 2018 work session request). We will address actions that have been suggested, proposed, or are under consideration, such as signage, space planning, user and non-user surveying and assessment.

   B. <u>Options Assessment, Segue to 2020 Action Plan</u>

   We will define, clarify, and assess the Board's options going forward, considering critical factors. We will also review a starting list of activities that would need to be pursued in the event of a major change in library operations going forward. The agenda packet contains a background document from Lisa Marston for this part of the agenda. Please review it and send Lisa your comments, questions, and suggestions by July 10, 2018.

	July 12-13, 2018 ADVANCE AGENDA
Day 1	**July 12, 2018 (Following the Board Meeting)**
11:30 a.m.	1. Convene, Welcome, Housekeeping, Introductions (Working Lunch)
12:00 p.m.	2. LS&S Presentation: Broadening the Library User Base (Jennifer Giltrop)
1:00 p.m.	3. Board Questions, Comments, Discussion
1:15 p.m.	Break
2:00 p.m.	4. Board dialog and summarize feedback to LS&S
2:45 p.m.	Break
3:30 p.m.	5. Update Board Near Term Action Plan from March 2018 6. Board Committee Plans: actions priority setting
By 4:30 p.m.	7. Adjourn Day 1 (followed by Library Board and Staff barbeque)
Day 2	**July 13, 2018**
9:00 a.m.	8. Options Going Forward: Define, Clarify, Evaluate Options
10:30 a.m.	15-min. Break then continue
11:00 a.m.	9. Build "What If" Segue to 2020 Actions and Timeline
11:45 a.m.	Break and Working Lunch
12:30 p.m.	10. Continue "What If" Segue to 2020 Actions and Timeline
1:15 p.m.	Break
1:30 p.m.	11. Balance Action Plan: Review and Priority Alignment
2:00 p.m.	12. Define Specifications of Master Calendar
2:30 p.m.	Break
2:45 p.m.	13. Next Steps 14. Check-in and Advance Assessment
By 4:00 p.m.	15. Adjourn

To: JCLD Board of Directors

From: Lisa Marston

Date: July 2, 2018

Re: LS&S Management Plan for Achieving Broad User Base

Introduction

At its March 16, 2018 work session, the Board directed its President to draft a letter to Todd Frager at LS&S specifying that the Board wanted LS&S to course correct the Library's service and operational plan so as to enable every resident to benefit from the Library, making the measure of this over-arching goal to reach a 75% resident card holder rate in five years. The question to LS&S was this: *"How will library management sculpt what it is doing with staff, collections, services, programs, and technology to achieve this?"*

Purpose

The purpose of the Day 1 work session is to give LS&S management an opportunity to explain their strategy for deploying the Library's staff, collections, services, programs, and technology over the next two years in pursuit of the 75% goal. Following the presentation, the Board will consider and discuss the plan and summarize its feedback.

This document is meant to help the Board and LS&S prepare for a productive discussion of LS&S's Management Plan.

Background

On June 13, 2018, an email was sent to Jennifer Giltrop as a follow up to the letter sent to Todd Frager back in March, laying out the Board's expectations for the LS&S Management Plan:

> *"As you know, the Board's overarching goal for the District is to reach a 75% resident card holder rate in five years. Moving forward, we would like this goal to be the funnel through which everything runs, including the agenda for this year's annual planning meeting.*
>
> *We have reserved the afternoon of July 12, 2018, for you and your team to present to the Board on this topic. Specifically, the Board would like a written work plan from LS&S outlining the strategy you are going to deploy over the next 2 years to achieve a 75% resident card holder rate in 5 years.*
>
> *The report should address the work that has been done to date. Then, with that work as a backdrop, we want you to explain how we should prioritize our resources over the next 2 years, and how our services, programs, staff, technology, and collections need to look for us to reach 75%.*
>
> *In developing a strategy for your 2-year plan, you should draw from these readily available work products:*
>
> - *2016-2021 Strategic Plan*
> - *2016 JCLS Performance Review and Quality Assessment*
> - *2018 OLA Standards Review Update*

- *Facilities Plan*
- *Amendment 1 to Library Administration and Operations Agreement*
- *Draft Advocacy Plan*
- *Three-Year Technology Plan*
- *Collection Development and Management Plan*
- *LS&S JCLS Management 3-Year Action Plan*
- *LS&S Service Plan*
- *LS&S Compensation Proposal*
- *LS&S Hours Proposal*
- *LS&S Staffing Gap Proposal*

Any Amendment 1 deliverables that are still outstanding, such as the Collection Development and Management Plan, should be addressed in your 2-year plan to the extent that they support a concentrated effort to move us toward our goal of 75%.

With a new Library Director coming on board, the July 12-13, 2018 meetings provide a perfect opportunity for the Board to provide input on setting the Director's goals, as provided for in Amendment 1, Section 10(n). How well the Library Director implements the 2-year plan will guide the Board's evaluation of the Library Director's performance, as well as LS&S's performance as an organization.

We wanted to provide you with this direction now so you and your team have ample time to review the various work products, make sense of everything, and formulate your 2-year plan. Again, the expectation is that your plan will also be provided to the Board in a written format. The Board packet for the July 12 meeting will be sent out a week in advance, so we would need any documents no later than noon on July 6."

In light of the vacancies of two key staff positions, and the previously planned work on the staffing gap, facilities committee work, and preparation work for the open hours work session, Jennifer stated that the request might be a challenge to deliver in one month; nevertheless, she said LS&S would do their best to deliver the requested proposal/plan to reach a 75% card holder rate over the next 5 years. She also asked how the 75% goal was set and if it is believed to be a standard.

In response, a follow up email was sent to further clarify the Board's request and expectations:

"The Board set the 75% goal. The goal is there to remind us that our actions on the Strategic Plan and OLA Standards should be planned with the overarching goal of 75% in mind… That said, the 75% goal is aggressive, on purpose. The point is to help us focus when planning activities and setting priorities. We recognize that JCLS is short staffed and already working hard on a number of initiatives. We also realize that those initiatives could be critical success factors for your 2-year plan. The good news is that a great deal of strategic planning has already taken place. So the bulk of your efforts should be focused on reviewing and synthesizing existing work products. If any questions or concerns arise along the way, please bring those to our attention so we can keep things moving.

We want to be clear that the library card holder rate and not library usage will be the Board's overarching "results measure" of success for the Strategic Plan. We want to expand the universe of library users to the whole Jackson County community (75% is the measure we are striving for in the next few years--this is a measure of success.) Library usage could be interpreted as

circulation, program attendance, etc., which may happen as a consequence. The task before you is to channel resources toward expanding the user base--how will you do that?

We also want to clarify the definition of card holders. Card holders are people who have used our libraries within the last two years, not three years."

Summary of Existing Work Products

Included below is a summary of the existing work products that Jennifer and her team have been asked to review in developing their recommendations for achieving a broad user base.

2016-2021 Strategic Plan

Launched in October 2015 and adopted in April 2016, the Jackson County Library District's 5-Year Strategic Plan continues to guide the priorities of the Library staff and Board. It is important to note, however, that in 2015, the resident card holder rate was reported at 77%. During fiscal year 2016-2017, the card holder database was purged, which reduced the card holder rate to around 35%, according to the 2016-2017 Oregon State Library Report. Therefore, while the Strategic Plan goals and objectives continue to serve as important guide posts, the goal of increasing the resident card holder rate to 75% over the next five years has become the over-arching goal by which success will be measured.

2016 JCLS Performance Review and Quality Assessment (OLA Standards)

In July 2016, the Board issued a Request for Proposals for an organizational review and performance audit. The purpose of the review was to determine how the services being delivered measured up against the standards for Oregon Public Libraries (OLA Standards) and several comparator libraries. The report from this assessment, which was issued on November 17, 2016 by Ruth Metz Associates, continues to guide the priorities of the Board and Library staff. For instance, the objectives proposed in the Library District's Facilities Plan are based on the OLA standards checklist, Section H – Facilities, as presented in the 2016 Metz Report.

2018 OLA Standards Review

Authorized at the August 2017 Advance, the OLA Standards Committee was created in response to Amendment 1 to the Library Administration and Operations Agreement, which calls for improved compliance with the OLA Standards. Using the 2016 Metz Report as the baseline, the OLA Standards Committee completed the review process in May 2018. The Committee's report of findings and conclusions will be included on the July 12, 2018 regular Board meeting agenda. A copy of the 2018 OLA Standards Review was emailed to Jennifer on June 15, 2018 so she and her team could refer to it while developing their 2-year service and operational plan.

Facilities Plan

Objective 1 of the Facilities Plan was formally adopted by the Board on June 8, 2017. Despite regular meetings of the Facilities Committee and assurances from the former Library Director that the plan's action items were underway, a meeting with LS&S on May 4, 2018 revealed that no tangible progress had been made on Objective 1. Since then, the Facilities Committee has adjusted the timeline for completion of Objective 1 of the Facilities Plan.

Draft Advocacy Plan

A draft Advocacy Plan was submitted to the Board on December 14, 2017. Relying on Section G of the OLA Standards, the plan seeks to establish an Advocacy Goal and strategies for achieving that goal. The draft plan also summarizes advocacy activities conducted by the Library during Fiscal Year 2017-2018.

Amendment 1 Work Products

Amendment 1 to the original Library Administration and Operations Agreement became effective on July 3, 2017. A number of work products have been completed or are in the process of being completed as a result of Amendment 1, which is included in the Advance agenda packet for reference.

LS&S 3-Year Action Plan

LS&S staff created the ***JCLS Management 3-Year Action Plan***, which incorporates another LS&S work product referred to as the *Strategic Plan Actions for Fiscal Year 2017/2018*, in response to Amendment 1 and direction given at the August 10, 2017 Advance. The direction from the Board was for LS&S Management to develop a 3-year strategy for each objective/goal in the Strategic Plan and to develop the metrics for those goals and objectives (see September 14, 2017 Board meeting agenda packet).

LS&S Service Plan

As called for in Amendment 1, the former Library Director distributed a hard copy of the ***Service Plan*** to the Board in October 2017.

Collection Development and Management Plan

The Collection Development Librarian that LS&S hired to fulfill Section 10(m) of Amendment 1 started on September 18, 2017. A document titled *Collection Performance Review* was included in the November 9, 2017 Board packet. That document was neither approved nor adopted by the Board; instead, it was agreed that Library staff would revisit the Strategic Plan objectives related to collections and submit a fully researched and developed plan for Board review and approval at a later date. Months later, after inquiring about the status, the Board was informed that the Collection Development Librarian had been out on medical leave and would not be returning to JCLS.

A new Collection Development Librarian started on June 18, 2018, and is expected to submit a draft of the ***Collection Development and Management Pla***n at the July 12, 2018 Board Meeting.

2018-2021 Technology Plan

As specified in Amendment 1, the ***Technology Plan*** was developed in conjunction with LS&S's IT staff and was presented to the Board on June 14, 2018. In developing the plan, the Technology Committee relied on the Strategic Plan, as well as the latest Edge Assessment, a staff technology survey, and ideas brainstormed by the team.

The Technology Plan includes an implementation framework with key milestones, owners, and due dates. LS&S staff will need to develop the critical success metrics for each initiative listed in the plan and confirm the timeline for Year 1.

LS&S Compensation Proposal

A plan to increase compensation for LS&S staff was included in the June 14, 2018 Board packet, and further discussion is warranted.

LS&S Hours Proposal

An initial proposal was included in the March 2018 Board packet. A study session on the topic of additional hours is scheduled for July 9, 2018.

LS&S Staffing Gap Proposal

LS&S management is expected to present a proposal at the July 12, 2018 Board meeting that addresses gaps in the Library's current staffing model.

In Conclusion

LS&S management has been asked to synthesize this considerable body of work and its proposals, and to provide a plan for expanding the user base of the Library. The Board wants to see that the Library's staff, collections, services, programs, and technology over the next two years strategically target the unserved in pursuit of the 75% goal. The purpose of this course correction is to ensure that the District's resources are purposefully, strategically allocated over the next two years.

To: JCLD Board of Directors

From: Lisa Marston

Date: July 2, 2018

Re: Board Action Plan – FY 2018/19

Introduction and Purpose

At the March 16, 2018 work session, the Board agreed to use the Board's Action Plan from August 2017 as the District's "near-term" operational plan. During this work session, the Board will be setting priorities for this year and updating the Action Plan based on those priorities. Adding goals to the Action Plan and deciding on specifications for the "master calendar" will also be discussed. The minutes from the March 16th work session are included in the Advance agenda packet for reference.

2017-2018 Board Action Plan

Board Action Plan milestones reached during 2017-2018 include the following:

- Received *JCLS 3-Year Management Plan* – 9/14/2017
- Received *Service Plan* (hard copy) in October 2017
- Met with Foundation Board members in September 2017
- Issued RFP for legal services; signed contract with new legal counsel – 12/7/2017
- Drafted Advocacy Plan – 12/14/2017
- Conducted Board Self-Evaluation; reviewed results – 3/16/2018
- Received draft MOU's for District, Friends, and Foundation – 4/18/2018
- Recruited and hired District Administrator – 5/21/2018
- Completed OLA Standards Review – 5/23/2018
- Updated timeline for Facilities Plan (Objective 1) – 6/14/2018
- Developed 3-Year Technology Plan – 6/14/2018

2018-2019 Board Action Plan

The following pages represent an updated-to-present Action Plan for the Board members to prioritize, revise, and approve no later than the August 9, 2018 Board meeting.

WHAT	WHO	BY WHEN
Schedule the next Board Self-Evaluation	Lisa Marston, Board President	September 3, 2018
Appoint a Board Committee on Advocacy Review Advocacy: #10, #11 of Board Self-Evaluation	Board members	Board committee appointments scheduled for July 12, 2018. July 12-13: Prioritize Advocacy along with other Board plans.

WHAT	WHO	BY WHEN
Create and implement a 2-year service and operational plan based on the 75% goal.	LS&S Library Management – Jennifer Giltrop Denise Galarraga Kari May	2-Year Plan will be considered and discussed by the Board members immediately following LS&S Management presentation on July 12, 2018. Summarize Board feedback by July 13, 2018. Next steps?
Progressive, ongoing dialog with LS&S to: (1) Finally understand "value for the dollar", contract administration issues, including the charges for collections and wages. (2) Ensure Board's confidence in card holder database efficacy. (3) To learn what LS&S can do to enhance services (for instance in technology) and what additional resources will be needed.	Lisa – manage LS&S contract, Amendment 1; coordinate with LS&S OLA Standards Committee Board members/LS&S – ongoing dialog at annual advances; work sessions; regular meetings	Quarterly progress meetings per Amendment 1 – schedule for Oct 2018; Jan/Apr/July 2019. Service Plan provided to Board in October 2017. Draft Collection Development and Management Plan expected at July 12, 2018 Board meeting. LS&S Compensation Proposal was presented at June 14, 2018 meeting. Jill handed out an analysis of salary data from the Oregon State Library and suggested LS&S share in the cost of any salary increase. Todd Frager said he would review Jill's data and cost-sharing proposal and address the topic at the August 9, 2018 Board meeting. Hours work session scheduled for July 9, 2018. Staffing gap presentation expected at July 12, 2018 Board meeting.
District, Foundation, Friends: Coordinate and clarify roles and relationships and protocol for fund-raising, public relations, and set a framework for working together	Susan Kiefer, Amy Drake, Maureen Swift	Drafts MOU's were distributed to the Board in April 2018. Status update on MOU's by July 12.

WHAT	WHO	BY WHEN
Per Amendment 1, and Board's self-evaluation specifications, provide input on setting Library Director's goals; comment on Library Director's performance in connection with LS&S' formal review	Board President will initiate with Board members, in conjunction with LS&S Management and Kari May	Discuss at July 12-13, 2018 Board Advance.
Establish FY18/19 Board Committee assignments Establish FY18/19 staff assignments to Board Committees	1. OLA Standards – Jill Turner & Ruth Metz 2. Facilities – Carol Doty, Pat Ashley, Donovan Edwards. Jason Maki filled JCLS staff vacancy (Jamar Rahming). Lisa recently rejoined. 3. Governance & Operations – Cathy Shaw & Susan Kiefer 4. Technology – George Prokop, Greg Vogt, Gary Smith, Mark Decker, Lucien Kress, Ron Sharp, Lisa Marston, Jamar Rahming, and Susan Bloom. (Two JCLS staff seats are vacant.) 5. Advocacy – Due to Board member workloads, committee was never appointed. Facilities covered Advocacy in FY17/18. 6. Budget – Board members; Eric Dziura, Kevin Keating, Gerri Davis, Cathy Prazenica, and Cathy de Wolfe. Vicki Robinson (accountant). Kari – oversee assignment of JCLS staff to Board Committees Lisa – monitor deliverables; help Committee Chairs stay on task	At July 12, 2018 Board Meeting 1. OLA Standards Committee – review completed May 23, 2018, and included in July 12, 2018 Board Meeting packet. Determine next steps. 2. Facilities Committee – Objective 1 has a new timeline. Updated plan to be distributed prior to Board Advance. Include key milestones in FY18/19 master calendar. 3. Governance & Operations Committee – No assignments 4. Technology Committee – 3-Year Technology Plan has been handed off to Library staff. Adopt Technology Plan at July 12, 2018 Board meeting. Include key milestones in FY18/19 master calendar. 5. Advocacy Committee – Carol and Jamar submitted a draft Advocacy Plan in December 2017. 6. Budget Committee – Adopted FY18/19 Budget; quarterly financial reports. Board-approved descriptions of Board Committees to be posted on District website by August 31, 2018.

WHAT	WHO	BY WHEN
Review and prioritize actions related to Facilities, Technology, and Advocacy plans. Address actions that have been proposed or are under consideration, such as inventorying, signage, space planning, user and non-user surveying and assessment.	Board members, Lisa, and Library Management LS&S has suggested outsourcing for signage, space planning and non-user surveying. Community needs assessment?	Discuss during July 12-13, 2018 Board Advance. Update FY18/19 Board Action Plan and master calendar based on Board's prioritization of actions related to Technology, Facilities/Capital, and Advocacy.
Continue preparatory work for the 2020 transfer of the Library buildings	Carol, Jackie Bunick (attorney), Lisa	Add key milestones to FY18/19 master calendar.
Educate ourselves about public library trends, developments. Board compliance and training, Public Meeting Laws, especially around email.	All Lisa – SDAO Donovan – Board Google calendar	Annually. OLA, PLA, ALA conference dates are in Board Google Calendar. Include Board development in Board's annual action plan and master calendar.
Define the District Administrator's objectives	Board members, Lisa	Lisa met with Susan and George on May 21, 2018. Discussed tying Administrator's FY18/19 objectives to the Board's FY18/19 Action Plan, and to deliverables in Amendment 1. Additional tactical objectives include establishing personnel policies and employee benefits. Obtain Board consensus on District Administrator's FY18/19 objectives by July 13, 2018.
Evaluate District Administrator's performance / review employment contract	Board members, Lisa – Evaluation criterion and methods shall be mutually agreed to by District Board and Administrator.	Decide on criterion and methods by November 8, 2018. Evaluate on December 13, 2018, in Executive Session.
Complete SDIS Best Practices Checklist. (This year's policy is	Lisa, Vicki, Board members –	November 16, 2018, is deadline for receiving SDIS Best Practices credits.

WHAT	WHO	BY WHEN
Financial Management. Already have this policy in place.)	Review current Financial Management Policy	
Establish District personnel policies	Lisa to draft Board to review, revise, adopt	Board to review by September 13, 2018. Adopt by November 8, 2018.
Establish District employee benefits package	Lisa to research, recommend Board to review, revise, adopt or decide on next steps	Board to review by October 11, 2018. Adopt or decide on next steps by December 13, 2018.
Prioritize action items related to the Options Assessment, "Segue to 2020" discussion on July 13. Develop work plan and timeline.	Board members, Lisa	Discuss on July 13, 2018. Finalize FY18/19 Board Action Plan and master calendar by August 1, 2018. Obtain approval of FY18/19 Board Action Plan and master calendar no later than August 9, 2018 Board meeting. Update and publish Board Action Plan and master calendar weekly.

To: JCLD Board of Directors

From: Lisa Marston

Date: July 2, 2018

Re: Options Assessment, "Segue to 2020" Discussion

Introduction and Background

At its March 16, 2018 work session, the Board determined to begin the work required to decide on its future operational model. From that work session's action notes:

"The Board will begin now to revisit and consider its vision for the Library District and develop values and other framework reference points for making an informed decision on its future operational model. The Board will begin immediately to build time into board meetings and work sessions to construct, review, and discuss same. What do we need to know to decide? What will we base our decision on? What operational scenarios are possible? What must be our timeline? What is our back map for proceeding?"

Purpose

The purpose of the upcoming work session is to further that work, including identifying and clarifying the Board's options for operating the Library, evaluating these options, and developing a work plan and timeline accordingly, for the Board and District staff. This document is meant to help the Board prepare for a productive discussion of its options for library operational models going forward. Our work will begin with defining and clarifying the options and then evaluating these options, their strengths, weaknesses, opportunities, and threats.

The *"Segue to 2020" Actions and Timeline* agenda item is scheduled for Day 2 of the Board Advance. At that time, the Board will be weighing its options for operating the Library starting in 2020. This document provides many, if not all, considerations for that discussion. It also includes a starter list of work that would need to be done in the event that the Board decides on a departure from the current operational model.

Defining and Clarifying Options

The Board has at least three options going forward. We will define and clarify these options as well as any other options the Board may want to consider. <u>Are there other options to consider?</u>

1. Continue to contract with LS&S to run the operations of the Library;
2. The Board operates the Library in-house;
3. The Board operates the Library in-house and contracts with LS&S and/or other vendors to provide selected functions and/or services.

Weighing Options

The following are some considerations to ponder in preparation for our work session.

Values-based criteria for future operational model decisions

At its March 16th work session, the Board started a list of values-based criteria for future operational model decisions. The following is from that work session's notes. What do these ideas mean to you? What other concepts should be included?

Options should be evaluated for their capacity to fulfill the District's strategic intent and mission. Why is the District Board considering these options? What values and principles are driving the decision? What outcomes does the Board want to achieve? What will change, what will be different? What will the impact be on taxpayers, patrons, staff, the community, and other stakeholders?

The following are values-based ideas collected at the March 16th brainstorming:

- *Trust*
- *Integrity*
- *Efficacy of providers*
- *Quality of service*
- *Value for the dollar*
- *Taxpayer value for the dollar*
- *Ratio of local to external investment*
- *Level of service: essential-exceptional*
- *What is sustainable?*
- *Transparency*
- *Leadership/Management collaboration*
- *Management/Staff talent, development, retention, bench*
- *Leading edge of technology*

Critical Success Factors (CSFs)

The Board will want to consider critical success factors and plan accordingly. More work may be needed by the Board concerning these factors and that should enter into the work plan for the Board going forward.

What is absolutely essential to the District's success? What do we know regarding these and what more do we need to know? How will we monitor and measure each CSF to ensure our focus remains on what is most important? What are the implications of this for staffing and organizing?

Political Feasibility

Ours is a local government; our Board governs and is directly accountable to the public. Politically, what are the pluses and minuses (+/-) attached to our options? What concerns the Board? What is the critical path that should anchor the Board's decision?

Social/Community Considerations

Our decisions impact the residents of our county and communities. What are the social, the human pluses and minuses (+/-) of our options?

Anticipating Intended and Unintended Consequences

What will or could be the consequences attached to our decision? What possible consequences have we perhaps not considered?

Financial Feasibility Analysis

Time was spent in 2017 developing projections to determine if the District could afford to operate the libraries independently. That and other pertinent financial information should be compiled and updated into a model that defines any assumptions and includes financial projections under multiple scenarios over five years. The LS&S proposals regarding compensation, staffing gaps, and hours should also be factored into the financial analysis. The goal of this exercise will be to help the Board determine if the

District has the financial resources to operate the libraries in 2020, and beyond, in accordance with the values and strategic intent established for the organization.

Insourcing / Outsourcing / Hybridizing

Discussions about the options, including what to outsource, what to insource, and what to hybridize should happen in conjunction with the financial analysis. If the Board decides to continue outsourcing the Polaris ILS and/or collections acquisition, for instance, such decisions would make a difference in the amount of planning, effort, and resources needed to execute a transition.

Timing of Decision

Although a decision to depart from the current model can be made as late as 6 months prior to the expiration date of the current contract with LS&S, from a practical and administrative standpoint, the decision should be made at least 12 months in advance. Making a decision no later than June 30, 2019 is advisable for a number of reasons. For instance, if the Board decides to continue outsourcing library operations to LS&S, making a decision sooner would allow the District and LS&S staff to focus scarce resources on implementing current initiatives. On the other hand, if the Board decides to insource some or all library operations starting July 1, 2020, knowing the decision a year in advance would allow adequate time for planning and transition; it would also give staff time to consider their alternatives.

2020 Planning Considerations

Regardless of the option chosen, the future operational model will require a great deal of the Board's thought, time, and attention. Even a contract renewal should be viewed with the same deliberateness as a major change of operational models. A different model should, and by contract will, include planning with LS&S.

Transition Plan

As soon as a decision is made, a transition plan should be developed in conjunction with LS&S. The content, complexity, and details required in the transition plan will depend largely on whether the District plans to internalize all library operations or just some library operations. For instance, a decision by the District to internalize everything—human resources (paid staff and volunteers), technology, Polaris ILS, collections—would trigger a multitude of tasks that would need to be tracked and migrated successfully to ensure a smooth transition for the public and for staff.

Public Information, Community Building around the Decision

The transition plan should also include strategies for public information, outreach and building understanding in the community about the District's future direction. Patrons, staff, volunteers, and other key stakeholders should be appropriately informed about the decision and what it means for them. They should be assured that library service levels will be maintained or improved. Clearly communicating the values underlying the decision will be an important component of building community understanding and support and avoiding unnecessary concern and disruption.

Design the Organization

Organizational Design

One of the first tasks will be to design the organization to achieve the goals and strategy articulated by the Board through its policies. One option is to keep the same structure. Another option is to design a new organizational structure without regard to the existing structure. A third option is to follow a hybrid approach, retaining the most effective aspects of the current structure while introducing new elements,

as needed. Each option has pros and cons, which should be weighed when deciding on the organization's structure.

The factors involved in organizational design are many, ranging from structural form to information and control systems. To ensure a thorough and strategic review of organizational design factors, a list of key factors would be included in the transition plan.

Information Systems

Since information systems, including accounting information systems, have become critical drivers of organizational effectiveness, this is an area that warrants special attention. Based on preliminary research, it appears that the Polaris ILS has a budgeting module that may be linked to other accounting software, which means, for instance, data elements could be pulled from the acquisitions subsystem and used to populate the accounting program. If the Board decides to insource the Polaris ILS and other technology, hiring or contracting with an independent, experienced IT professional to oversee the transition and the organization's information systems would be a critical success factor.

Staffing Plan / Organizational Chart

Another critical task is the staffing plan and organization chart. What and how many positions are required, and where? The District could choose to adopt the Library's existing staffing plan, create an entirely new plan, or take a hybrid approach. To ensure that the staffing plan is strategic, we should analyze the staffing plan, aligning it with the District's strategic objectives.

Job Descriptions

A job description will be needed for every position included in the staffing plan. The job descriptions will describe how the position fits into the Library's mission, as well as the position's primary roles and responsibilities; education and experience requirements; knowledge, skills, and abilities; working conditions; reporting structure, etc.

Salary and Benefits Plan and Schedule

A salary and benefits plan and schedule must be established before starting the recruitment process. The salary and benefits schedule will also assist with financial planning and forecasting.

Payroll Processing

The District will need to evaluate its options for payroll processing and have a system in place before initiating the recruitment process.

Personnel Policies

Another item that will need to be in place before starting the recruitment process is the District's personnel policies (employee handbook). A volunteer handbook, with policies and procedures, would also be required.

Employee Training and Mentoring / Performance Measurement and Evaluation

An employee training, mentoring, performance measurement, and evaluation model should also be in place prior to recruitment.

Recruitment Strategy and Process

The District should develop a recruitment strategy based on Board policy and design a process flow that outlines the steps for recruiting, selecting, hiring, and onboarding employees.

Staff the Organization

Once the human resource management and payroll infrastructure is in place, the recruitment process could begin, either all at once or in phases. Included below is a high-level summary of key tasks that would be involved in the recruitment, selection, hiring, and onboarding process.

Recruit Candidates / Post Positions

Decide how to recruit the ideal candidates for each position, as well as where and how long to post each position. A detailed checklist should be included in the transition plan.

Screen Potential Candidates

Decide how candidates will be screened and who will do the screening. What level of background checks will be required for each position? Details should be included in the transition plan.

Interview Candidates

Decide how candidates will be interviewed and who will do the interviewing. Interview questions would be crafted by position or job classification. Details should be included in the transition plan.

Extend Job Offers / Notify Candidates

Decide how job offers will be handled, how candidates will be notified, and who will be responsible for the notifications. Details should be included in the transition plan.

Onboarding / New Hire Orientation, Training and Mentoring

An onboarding, orientation, training, and mentoring plan for new hires would already have been developed prior to the recruitment process.

In Conclusion

The purpose of the Options Assessment, "Segue to 2020" discussion is to clarify and evaluate the Board's options for operating the Library in 2020 and to develop a Board work plan going forward. This document is to provide a backdrop and concepts for the discussion on July 13, 2018, which is Day 2 of the Advance. Deciding on the post 2020 library operational model is arguably the most important and impactful decision this Board will be faced with during its tenure. It will have consequences for future boards and for the Library District's stakeholders. It is essential that the decision be based on a thorough understanding and evaluation of the Board's options.

To: JCLD Board of Directors

Date: June 8, 2017
         June 14, 2018 – timeline adjusted

From: JCLD Facilities Committee

Re: Requesting Board approval of JCLD's Long-Term Facilities Plan Objective 1

INTRODUCTION

Using the OLA Check List, Section H Facilities in the assessment completed in November 2016 by Ruth Metz & Associates, the Facilities Committee has prepared measurable objectives and budgets that require approval and support of the District Board, the Library Director, and the LS&S Supervisor.

Note: This document for the June 8, 2017 JCLD Board Regular Meeting packet is an excerpt that includes only Objective 1 of the 2020 Facilities Plan and Budget emailed to the Board on March 10, 2017.

OBJECTIVE 1

I. Library Director has proposed reconfiguration of some library interiors to better serve children, teens, and staff needs between ~~9/30/17~~ **9/30/18**-6/30/19. To accommodate the Director's requests for furniture, electrical outlets and power supply (USB and AC outlets), and anticipated technology input from Lucien's report.

A. While reconfigurations are being planned, Facilities Committee requests that by ~~October 30, 2017~~ **November 30, 2018**, Library Director also assess interior and exterior signage, book returns, self-directed use options, furniture inventory, interior and exterior lighting, and off-site storage:

1. Whether entrances are clearly visible from main parking areas of each library, and if signage is located on the side of the building that users approach. (Ex: Feedback is that Central Point Library main access is away from major parking, and that the entrance access is not clearly described from the main parking lot).

2. Whether exterior signage is not present at the time he evaluates each building, and provides description of what he believes is needed.

3. Whether a convenient and safe book return location is provided during hours when each library is closed. Further, Director is asked to determine if depositories are fireproof and also accessible to people with disabilities.

4. Whether interior signage adequately encourages self-directed use of each library. (Ex: Are holds reasonably close to checkout stations and are they evident? Do some libraries need self-checkout stations? If these are not evident to Director and patrons, what signage is needed?) Provide recommendations for other signage needed anywhere to make accessibility easier for patrons?

5. Whether layout changes are needed to facilitate easier self-directed use, and if adequate finances are available to make needed changes.

6. Whether inventory of furniture by facility is up-to-date and dated.

7. Whether off-library site storage being provided is adequate for courier tires, for some technology equipment and bulk supplies.

8. Whether Wi-Fi seating and charging stations exist for patron devices, whether these areas are adequately lighted for evening use, and if they are comfortable for use in inclement weather.

9. Whether interior lighting of each library complies w/standards issued by the Illuminating Engineering Society of North America, and where changes are needed. If special equipment or contract engineer is needed to complete survey, Director will work with Board Administrator to have contract ready for interior lighting approval by Board no later than ~~November 30, 2017~~ **November 30, 2018**.

10. Whether outdoor lighting needs/changes. Committee recommends moving exterior lighting need expenditure from to earlier budget year to assure interior/exterior lighting completion by June 30, 2019.

B. By ~~November 30, 2017~~ **November 30, 2018**, Library Director will provide the Director's findings for 1-10 to Board Administrator, so bids can be prepared for needed signage, and plans made with Facilities Committee for other proposed changes and recommendations. Goal is to complete Objective I no later than ~~June 30, 2018~~ **June 30, 2019**.

C. Staff will deliver a process document with a plan to: 1) understand areas of unmet, facility-related, needs for current and potential patrons and 2) current patron satisfaction levels, with a goal of compliance with OLA standards. The population to be surveyed must also include current and potential customers with disabilities. Process should: include items both internal and external to the buildings, include feedback for all library branches, and recommend specific timing of evaluation for each facility and frequency of ongoing data collection. Data to be collected includes:

1. List the number of users, non-users and customers with disabilities surveyed at each library,
2. Describe with some specificity the geographical areas that were surveyed (Areas in Strategic Plan demographics),
3. List questions asked on the survey(s),
4. Summarize the survey responses,
5. Describe how user responses differed from non-user responses,
6. Provide recommendations to Facilities Committee and the Board for how to better serve library non-users and users.
7. Summarize responses received from disabled persons (include children, teens and adults) for each of the libraries evaluated for ease of access:
   to entrances,
   to books & other written materials,
   to use of computers--whether tables, chairs and lights were built/situated to accommodate disability needs,
   to various devices that are available to and used by non-disabled patrons, and problems encountered by visually and physically disabled users/non-users.
8. Describe comfort level in interior w/furnishings, w/staff and w/volunteers.
9. Describe comfort level w/exterior access, requests made for each library where relevant.

Deliverable Dates:

Comprehensive plan - completed by ~~October 1, 2017~~ **November 30, 2018** (overall process document including timing and methodology for soliciting inputs for users, non-users and disabled patrons/non-users for all library branches).

For current users:
- Initial report on one or more facilities (pilot) by ~~February 1, 2018~~ **February 1, 2019**
- Reports completed for "most" branches no later than ~~October 1, 2018~~ **November 30, 2018**
  Note: timing of feedback for some facilities may be delayed until after completion of known reconfiguration changes in ~~2017-2018~~ **2018-2019**
- Reports completed for all facilities by **April 1, 2019**

For users with disabilities:

- Report with recommendations due no later than ~~March 1, 2018~~ **March 1, 2019**

For non-users:
- Report with recommendations due no later than **April 1, 2019**
  Note: Survey of non-user needs can be much broader than facilities-specific feedback and may be coordinated with other information gathering needs.

Facilities Committee is available to review process before it is carried out by staff if desired, and to recommend **Board Action** if needed for staff assistance.

D. By **April 1, 2019**, using survey results, Library Director will provide list of furniture and equipment needed to better meet unique needs of current patrons and non-users.

Note: Customers with disabilities need to be included in ~~March 1, 2018~~ **March 1, 2019** deliverable (section C).

JACKSON COUNTY LIBRARY DISRICT

THREE-YEAR TECHNOLOGY PLAN

July 1, 2018 – June 30, 2021

Table of Contents

Technology Committee

George Prokop, JCLD Board of Directors
Mark Decker, Jackson County CIO/IT Director
Lucien Kress, Kress Consulting
Lisa Marston, JCLD District Administrator
Gary Smith, LS&S Technology Director
Greg Voigt, Shasta Library Systems Operations Manager, LS&S
Jamar Rahming, JCLS Library Director
Susan Bloom, Assistant Library Director
Ron Sharp, IT Manager

Document Purpose/Scope

Develop and maintain a three-year plan that leverages technological advances to:
  1) improve customer satisfaction,
  2) enable our staff to be more productive, and
  3) supports the JCLD mission and supporting strategies

Deliverable:
  1) Three-year plan complete by end of April
  2) Year 1 of plan is direct input into budget process for upcoming year including costs estimates
  3) Implementation plan with solutions and recommended implementation milestones

Library mission, vision and technology objective

Mission Statement

The mission of the Jackson County Library District is to connect everyone to information, ideas, and each other.

Strategic Vision Statement

Through the Jackson County Libraries individuals reach their potential and our communities thrive.

JCLD Technology Objective

To be among the leaders among Oregon library systems in delivering technology solutions and training to our patrons and staff.

Process Outline

What	How	When
Current technology status	New - Edge assessment, staff survey	Jan/Feb
	Patron survey ('16 Lucien) OLA Technology review ('16 Metz)	
	Asset inventory (Ron S) Upgrade/Maintenance Schedule	
Brainstorm aspirational solutions		Jan 5
Gap assessment		Jan 31 / Feb 21
Prioritize needs/opportunities	Leverage strategic plan/Advance meeting goals Gap assessment	Mar 7
Identify solutions and cost estimates (timeframe dependent)		Mar 21
Map to a 3-year window		April 11
Ootline '18-19 deliverables and associated budget with detailed action plan to be developed by LS&S staff by early July.		May 16th

Process Inputs

Strategic Plan Reference		Source	Need/Gap
Connect 1b	Provide library services and programs for culturally diverse populations.	Edge Assessment	Do not currently have a Spanish speaking technology instructor
Connect 1c	Develop a comprehensive staff training and professional development program.	Edge Assessment Technology survey	Potential gap in alignment of resources to support <u>existing</u> and <u>potential future technology</u> solutions. 1) Staff need improved training in order to be more productive, efficient and provide better customer service. – 31% disagreed or strongly disagreed that they received training for the computers and software they used in their jobs. 2) Staff need improved and timelier communication about new technologies, system upgrades, and system outages. – 34% disagreed or disagreed strongly that they received such communications on a timely basis.
Connect 4b in-person	Provide enhanced customer service (in-person and remote) by reviewing current methods and models of delivery.	Technology survey Brainstorming session	1) Meeting rooms are inconsistently and often inadequately equipped. – Meeting room equipment (projectors, smart whiteboards, etc.) received the lowest satisfaction level of all categories of library technology, with 33% of staff describing themselves as dissatisfied or very dissatisfied. 2) Community meeting room usage is evolving and changing, and our meeting rooms are not.
Connect 4b remote	Provide enhanced customer service (in-person and remote) by reviewing current methods and models of delivery.	Edge Assessment Brainstorming session	1) Missing real-time reference services 2) Do we meet the current needs of our customers regarding solutions for consuming accessing and consuming digital content? Do they know the solutions we offer? Can they afford it?
Connect 4c	Implement methods to enable patrons to access materials in the collection 24/7	Edge Assessment Brainstorming session	1) Availability of public access for devices/PCs/e-readers both personal and library owned. 2) Are there technology solutions that will help us to better provide content access to branches with less hours? Or to locations within Jackson county currently w/out a branch?

Process Inputs (continued)

Strategic Plan Reference		Source	Need/Gap
Connect 2d	Expand the library experience to include things such as makerspaces, learning commons and non-traditional materials.	Edge Assessment	1) We do not offer "enhanced content creation" software or solutions 2) Lack of cutting edge technology resources and resources and other tools 3) Lack capability for real-time video conferencing or podcasting. 4) Multi-media production room – audio and video recording.
Grow 1d	Develop programs and services to foster innovation and creativity to support science, technology, engineering, arts and math (STEAM) skills.	Technology survey	1) Patrons who do not typically borrow books, but might be interested in borrowing other things, do not currently have enough reason to visit the library. 2) Patrons would like to borrow a variety of "things" for short-term use, rather than purchase things that they might only need to use once or twice. Once inside the library, these patrons may become interested in borrowing books or using electronic resources connected to the non-print items they are borrowing. 3) The libraries need to provide appealing activities for teens and young adults, while providing access to technologies that members of local communities may not be able to afford to buy.
		Brainstorming session	1) The library system doesn't have a good physical location equipped with the right equipment to offer broader training classes. 2) Decreasing visits to the library(?) − Improved solutions to younger demo 3) Lack of training on coding classes/HW
Connect 3	Build public awareness and engagement	Edge Assessment	Limited outreach to the community regarding the effectiveness of library solutions and partnering opportunities.
Connect 2	Customize hours, spaces, services and collections to meet community needs.	Brainstorming session	Improve Materials handling − improve self-check-out

2018 – 2021 Technology Plan Priorities

2018 -2019 Priorities

<u>Launch and Learn</u>

- Develop programs and services to foster innovation and creativity.

  - Makerspace

  - Library of Things

- Enhanced customer service

  - Community meeting room enhancements

  - Investigate material handling solutions

<u>Upgrade/Maintain</u>

- Upgrade staff PCs and supporting infrastructure

- Improve LPT1/remote check out experience

- Update website platform

<u>Critical Success Factors and Process Improvements</u>

- Comprehensive technology training for staff

  - Improved training of all staff on everyday tools/services and "cutting edge" patron solutions

- Build public awareness and engagement

  - Establish strong outreach to the community regarding the effectiveness of library solutions.

2019 -2021 Priorities

- Expand programs and services to foster innovation and creativity.

  - Dedicated innovation/creative space

- Enhance Customer Service

  - Expand community meeting room enhancements

  - Launch virtual meeting room for patrons

  - Launch materials handling improvements

- Investigate/implement methods to enable patrons to access materials in the collection 24/7

2018 -2019 Solution Outline

Develop programs and services to foster innovation and creativity.

STEAM/ Makerspaces

- Launch 3 makerspace workstations (1 portable)
- Deliver portfolio of solutions (3-4 solutions) potentially including:

    - 3D printing, DSLR, virtual reality, audio-loop station

Library of Things

- Launch Kindle program w/preloaded content from Amazon Prime

Note: Launch coordinated by technology team, program management by collections team

- Laptop and/or chrome books for checkout (trial at 1 – 2 branches)

Enhanced customer service

- Community meeting room enhancements (2-3 rooms)

Note: Will need to coordinate with facilities planning on support

Upgrade/Maintain

- Upgrade staff PCs and supporting infrastructure (145 PCs, 5 servers)

- Improve LPT1/remote check-out experience

- Updated website platform (Biblio web)

Critical Success Factors and Process Improvements

- Comprehensive technology training plan for staff

Note: Equipment/solutions, training objectives, specific dates/objectives, measurement of success

- Build public awareness and engagement

Note: Need coordinated plan with marketing with aligned objectives.

Implementation Framework

Initiative: Develop programs and services to foster innovation and creativity.

Solution: STEAM Makerspaces

2018 - 2019	Objective	"Launch and Learn". Introduce robust makerspace solutions in two+ branches to attract new patrons to the library while developing a solid foundation (solution content, associated processes to manage the tools, staff training) for library staff to build on for future expansion.
	Goal	Launch 3 makerspace workstations (2 stationary/1 portable) that are operational by 3/31/19

	Solution/ Scope	Deliver portfolio of solutions potentially including:
		  - 3D printing, DSLR, virtual reality, audio-loop station
		  - 3 supporting solutions launched by 3/31, fourth by 6/30

2019 - 2021	Objective	Expand programs and services to foster innovation and creativity and attract new users to the library.
	Goals	• Establish a dedicated STEAM/Makerspace location with multiple workstations at 1 branch '19/20 • Add 6 new workstations to support the effort in both 19/20 and 20/21 • Add at least 1 new technology solution to portfolio each year and enhance existing solutions

Key Milestones		
What	**Who**	**When**
Branches/equipment locations determined for Makerspace	Library Director	07/30/18
Dedicated Makerspace location determined for '19-20	Library Director	10/30/18
First Makerspace operational with at least three supporting solutions	Digital services team	11/30/18
Dedicated Makerspace plan developed and vetted with Facilities committee	District Administrator	01/30/19
Three Makerspaces operational	Digital services team	3/31/19
Implementation plan complete for adding 6 new workstations for '19-21	JCLD IT Lead	4/30/19
Fourth solution launched on all three workstations	Digital services team	6/30/19
Dedicated makerspace up and running	JCLD IT Lead	3/30/20
Six new workstations operational	Digital services team	6/30/20

Success metric suggestions (to be developed by library staff): % of users that are new patrons, portable solution road show to multiple high schools, increasing Makerspace usage over time

Implementation Framework (cont.)

Initiative: Develop programs and services to foster innovation and creativity.

Solution: Library of Things – Kindle Program

2018 - 2019	Objective	"Launch and Learn". Launch Kindle program to stimulate the use of digital content, assist in collection management, and provide easy access to new tools to our patrons.
	Goal	Launch Kindle program w/preloaded content with one primary location by 9/30/18 and two secondary branches 1/15.
	Solution/ Scope	• All Kindles can be distributed to patrons at any branch. • Set-up/Launch coordinated by technology team, ongoing program management by collections team • Amazon Prime content provider
2019 - 2021	Objective	Expand Kindle program based on customer usage.
	Goals	Current assumption is: • 24 total Kindles at the EOY 18/19 • 48 by EOY 19/20 • 72 by EOY 20/21

Key Milestones		
What	**Who**	**When**
Initial launch of 6-12 Kindles at one primary branch	JCLD IT Lead	09/30/18
Two additional locations added with 24 total pre-loaded Kindles available for circulation (12 at primary location and 6 each at secondary locations)	JCLD IT Lead	1/15/19
Kindle program management handed off to Collections department	Collections team	1/15/19
Kindle usage reporting and program evaluation	Collections Manager	04/30/19
Recommendation for expanding Kindle program for 2019-20 based on usage	Collections Manager	06/30/19

Success metric suggestions (to be developed by library staff): # of Kindle classes, % of NY Times Best sellers available on Kindle solution, Increasing Kindle demand

Implementation Framework (cont.)

Initiative: Develop programs and services to foster innovation and creativity

Solution: Library of Things – Laptops and Chromebooks

2018 - 2019	Objective	"Launch and Learn" - Provide more flexibility for patrons – device choices, work where you want, and deliver customized experience (Chromebooks). • Provide laptops and Chromebooks for patron usage in the library. • Customers would have the ability to use these devices at tables while doing research, looking things up in the makerspace, enjoying entertainment in comfortable surroundings within the library. • Chromebooks are recommended as users can have a consistent experience when logging in.
	Goal	Laptop and/or chrome books for checkout (trial at 1 - 2 branches) by 01/31/19.
	Solution/ Scope	• Suggested EOY inventory of 18 Chromebooks and 12 laptops • Provide laptops and Chromebooks for patron usage <u>in</u> the library only in year 1.
2019 - 2021	Objective	Expand program: • Explore adding additional units at already launched branches. • Expand program to new branches. • Examine allowing checkout of devices outside of the library.
	Goals	Current assumption is: • Expanding the number of branches supporting in years 2 & 3 • 16 additional Chromebooks and 12 additional laptops each for year 19/20 and 20/21

Key Milestones		
What	**Who**	**When**
Initial launch	JCLD IT Lead	01/31/18
Fully deployed at 2 libraries	JCLD IT Lead	3/31/19
Recommendation for expanded Kindle plan (location and quantity) for 2019-20 based on learnings and usage	JCLD IT Lead	06/30/19
Chromebooks/Laptops in 3-4 branches (assumption)	JCLD IT Lead	12/31/19

Success metrics (to be developed by library staff):

Implementation Framework (cont.)

Initiative: Enhanced Customer Service

Solution: Meeting room enhancements

2018 - 2019	Objective	Improve customer meeting rooms to better meet evolving customer expectations and to provide a location for larger training class size. Focus solution on customer/staff ease-of-use to minimize support needs.
	Goal	One large, one medium conference room and staff meeting room (Medford) updated by 06/30/19
	Solution/ Scope	• Standardized solutions for larger conference rooms (e.g. projector, drop down screens, PA system, w/microphones) and medium/smaller meeting rooms (e.g. LCD screens) • Wireless connectivity where feasible.
2019 - 2021	Objective	Expand enhanced meeting room capabilities and explore adding LCD screen in appropriate study room(s) for better sharing.
	Goals	Expand the number of enhanced meeting rooms by 4-5 each year as appropriate.

Key Milestones		
What	**Who**	**When**
Staff conference room in Medford upgraded.	IT Manager	08/31/18
Large meeting room upgraded	IT Manager	11/15/19
One small/medium meeting room updated	IT Manager	03/30/19
Branches/conference rooms identified/prioritized for upgrading for '19 '21	IT Manager	12/31/19

Success metrics (to be developed by library staff):

Implementation Framework (cont.)

Initiative: Upgrade and maintain.

Solutions: Upgrade staff PCs, improve LPT1/remote check-out experience and update the website platform (Biblio web).

2018 - 2019	Objective	Ongoing upgrades of staff tools and solutions
	Goal	All staff PCs purchased, operational and staff trained by 10/30/18. Biblio web operational with staff trained by 02/31/18
	Solution/ Scope	• New staff domain servers (5) • New staff computers (145) • Touch screens (37) • LPT1 Coin boxes (4) • New public color printers (9) • Staff tablets, receipt printers and bar code readers (6)
2019 - 2020	**Objective**	Ongoing upgrades of staff tools and solutions
	Goals	Staff printer replacements (60) Staff tablets, receipt printers and bar code readers (15)

Key Milestones		
What	**Who**	**When**
New staff domain servers operational	IT Manager	7/31/18
Touch screens and LPT1 coin boxes	IT Manager	8/30/18
Biblio web installation schedule complete	JCLD IT Lead	08/15/18
All staff PCs operational	IT Manager	11/15/18
Biblio web operational and staff trained	JCLD IT Lead	02/28/19

Success metrics (to be developed by library staff): Increased patron usage/repeat visits to library web solution,

Implementation Framework (cont.)

Initiative: Training

Solutions:

2018 - 2019	Objectives	Staff appropriately trained on internal tools to be effective in their jobs. Staff trained on use and benefits of customer-facing technologies to be able to successfully promote, encourage and provide basic support for new technology solutions.
	Goal	• 15% or less of staff "disagree or strongly disagree that they received training for the computers and software they used in their jobs" (31% in Feb '18) • 15% or less of staff "disagree or disagree strongly that they received such communications on a timely basis" (34% in Feb '18)
	Solution/ Scope	Technology training – content, delivery method and frequency to be determined by staff.
2019 - 2020	Goals	• 10% or less of staff "disagree or strongly disagree that they received training for the computers and software they used in their jobs" • 10% or less of staff "disagree or disagree strongly that they received such communications on a timely basis"

Key Milestones		
What	**Who**	**When**
Technology training plan for all library staff developed		7/15/18
Technology survey administered to staff to measure progress		1/15/19

Success metrics (to be developed by library staff):

Budget Estimate – Summary

Jackson County Library Distirct - Technology Budget				
2018 - 2021				
		Year		
What	**2018 - 2019**	**2019 - 2020**	**2020 - 2021**	**Notes**
NEW PROGRAM DEVELOPMENT/CUSTOMER SERVICE				
STEAM/MakerSpaces Inititative	41300	67200	62250	Hardware
Library of Things (Chromebooks/Laptops)	23580	27580	29580	Hardware (Yr 1)
Meeting Room Enhancments	18350	24850	13000	Hardware
Material Handling Systems	0	25,000	25000	
	$ 83,230	$ 144,630	$ 129,830	
UPGRADE/MAINTAIN HARDWARE				
- New staff computers	145000			Hardware
- Other HW	78655	48000	47200	Hardware
HW TTl	$ 223,655	$ 48,000	$ 47,200	
SOFTWARE/SUBSCRIPTIONS/SYSTEM MAINTENANCE				
- BiblioComm	17050	17050	17050	Software
- Biblio Webb	80,000	40000	40000	Software
- Other	22872	25000	25000	Software
	$ 119,922	$ 82,050	$ 82,050	
Sub-Total HW/SW	$ 343,577	$ 130,050	$ 129,250	
TOTAL	**$ 426,807**	**$ 274,680**	**$ 259,080**	
Ancillary Costs				
- Furniture	3000	6000	6000	Minimal
- Facilities - Electrical/Wiring	1500	1200	1200	To be coordinated with Facilities
- Facilities - Reconfiguration	5000	30000	30000	team
- 1/2 Project Coordinator (ppl)	37500	37500	37500	For discussion w/Board and LS&S
- Additional Staffing (1) (ppl)	75,000	75,000	150,000	
Sub-total	$ 122,000	$ 149,700	$ 224,700	NOT INCLUDED IN BUDGET
Total Impact to JCLS Budget	$ 548,807	$ 424,380	$ 483,780	

Jackson County Library Distirct - Technology Budget			
2018 - 2020		2018 - 2019	
What	**Cost**	**Quantity**	**Total**
STEAM/MakerSpaces			
- Workstation	2200	3	6600
- Software	3000	3	9000
- Ancillary Hardware	800	3	2400
STEAM TTL			18000
- Furniture	1000	3	3000
- Facilities - dedicated space			5000
Maker Space Solutions			
- 3D Printers			
- Hardware	2800	3	8400
- Supplies	2000	3	6000
- Audio Loop Station			
- HW/Ancillary HW	800	3	2400
- Virtual Reality			
- Computers	1200	2	2400
- VR Set-up	600	2	1200
- VR games/extensions	400	3	1200
- DLSR			
- Camera	500	3	1500
- Green Screen	200	1	200
			23300
Library of Things			
- Chromebooks	275	16	4400
- Laptops	700	12	8400
- Software	300	12	3600
- Cases	100	28	2800
- Charging cabinet	550	2	1100
- Kindles and Cases	120	24	2880
- Prime memberships (6 per account)	100	4	400
- Other			
			23580
Meeting Room Upgrades			
- Large Meeting Room	11850	1	11850
- Medium Meeting Room	1500	1	1500
- Wireless conference room set-up	3000	1	3000
- Staff Meeting Room	1000	1	1000
- Patron small meeting room	1000	1	1000
			18350
- Power/installation	1500	3	4500

Jackson County Library Distirct - Technology Budget			
2018 - 2020	2018 - 2019		
What	**Cost**	**Quantity**	**Total**
UPGRADE/MAINTAIN			
Project	**Each**	**QTY**	**Total**
Computers - Staff	$1,000	145	$145,000
Servers - Staff Domain	$4,000	5	$20,000
Touch Screens	$350	37	$12,950
Self Serve LPTOne (Coin Box)	$3,000	4	$12,000
Public color printing (Other branches)	$500	9	$4,500
Computers - Mounts	$75	160	$12,000
Office 2016 - Staff (From 2017-18)	$69	145	$10,005
Staff - Tablets	$300	6	$1,800
Barcode scanner	$400	6	$2,400
Reciept Printer	$500	6	$3,000
			$78,655
SOFTWARE/SUBSCRIPTIONS/MAINTENANCE			
Faronics			2064
Envisionware - LPT1			5685
Envisionware - Mobile Printing Services			10875
SolarWinds			248
Scannx			400
Scannx			3600
Avg Total (excldg Biblio)			
BiblioCore - annual subscription			17050
Biblio Web - $40k one time; $40k annual subscription			80000
			$119,922

Jackson County Library Distirct - Technology Budget			
2018 - 2020	2019 - 2020		
What	**Cost**	**Quantity**	**Total**
STEAM/MakerSpaces			
- Workstation	2200	6	13200
- Software	3000	6	18000
- Ancillary Hardware	800	6	4800
STEAM TTL			36000
- Furniture	1000	6	6000
- Facilities - dedicated space			30000
Maker Space Solutions			
- 3D Printers			
- Hardware	2800	3	8400
- Supplies	2000	6	12000
- Audio Loop Station			
- HW/Ancillary HW	800	3	2400
- Virtual Reality			
- Computers	1200	2	2400
- VR Set-up	600	2	1200
- VR games/extensions	400	9	3600
- DLSR			
- Camera	500	2	1000
- Green Screen	200	1	200
New Technologies 1 TBD	2025	3	6075
New Technologies 2 TBD			
			31200
Library of Things			
- Chromebooks	275	16	4400
- Laptops	700	12	8400
- Software	300	12	3600
- Cases	100	28	2800
- Charging cabinet	550	2	1100
- Kindles and Cases	120	24	2880
- Prime memberships (6 per account)	100	4	400
- Other	1000	4	4000
			27580
Meeting Room Upgrades			
- Large Meeting Room	11850	1	11850
- Medium Meeting Room	1500	4	6000
- Wireless conference room set-up	3000	2	6000
- Staff Meeting Room	1000	0	0
- Patron small meeting room	1000	1	1000
			24850
- Power/installation	1200	4	4800
JCLD 3-Year Technology Plan / Material Handling Systems	Page 18 of 21		25,000	6/7/18

Jackson County Library Distirct - Technology Budget			
2018 - 2020	2019 - 2020		
What	Cost	Quantity	Total
UPGRADE/MAINTAIN			
Project			
Computers - Staff			
Servers - Staff Domain			
Touch Screens			
Self Serve LPTOne (Coin Box)			
Public color printing (Other branches)			
Computers - Mounts			
Office 2016 - Staff (From 2017-18)			
Staff - Tablets	$300	15	$4,500
Barcode scanner	$400	15	$6,000
Reciept Printer	$500	15	$7,500
			$48,000
SOFTWARE/SUBSCRIPTIONS/MAINTENANCE			
Faronics			
Envisionware - LPT1			
Envisionware - Mobile Printing Services			
SolarWinds			
Scannx			
Scannx			
Avg Total (excldg Biblio)	25000	1	25000
BiblioCore - annual subscription	17050	1	17050
Biblio Web - $40k one time; $40k annual subscription	40000	1	40000
			$82,050

Jackson County Library Distirct - Technology Budget			
2018 - 2020	2020 - 2021		
What	**Cost**	**Quantity**	**Total**
STEAM/MakerSpaces			
- Workstation	2200	6	13200
- Software	3000	6	18000
- Ancillary Hardware	800	6	4800
STEAM TTL			36000
- Furniture	1000	6	6000
- Facilities - dedicated space			30000
Maker Space Solutions			
- 3D Printers			
- Hardware			
- Supplies			
- Audio Loop Station			
- HW/Ancillary HW			
- Virtual Reality			
- Computers	1200	2	2400
- VR Set-up	600	2	1200
- VR games/extensions	400	15	6000
- DLSR			
- Camera			
- Green Screen			
New Technologies 1 TBD	2025	6	12150
New Technologies 2 TBD	1500	3	4500
			26250
Library of Things			
- Chromebooks	275	16	4400
- Laptops	700	12	8400
- Software	300	12	3600
- Cases	100	28	2800
- Charging cabinet	550	2	1100
- Kindles and Cases	120	24	2880
- Prime memberships (6 per account)	100	4	400
- Other	750	8	6000
			29580
Meeting Room Upgrades			
- Large Meeting Room	11850	0	0
- Medium Meeting Room	1500	4	6000
- Wireless conference room set-up	3000	2	6000
- Staff Meeting Room	1000	0	0
- Patron small meeting room	1000	1	1000
			13000
- Power/installation	1200	4	4800

Material Handling Systems			25000

6/7/18

Jackson County Library Distirct - Technology Budget			
2018 - 2020	2020 - 2021		
What	**Cost**	**Quantity**	**Total**
UPGRADE/MAINTAIN			
Project			
Computers - Staff			
Servers - Staff Domain			
Touch Screens			
Self Serve LPTOne (Coin Box)			
Public color printing (Other branches)			
Computers - Mounts			
Office 2016 - Staff (From 2017-18)			
Staff - Tablets			
Barcode scanner			
Reciept Printer			
			$47,200
SOFTWARE/SUBSCRIPTIONS/MAINTENANCE			
Faronics			
Envisionware - LPT1			
Envisionware - Mobile Printing Services			
SolarWinds			
Scannx			
Scannx			
Avg Total (excldg Biblio)	25000	1	25000
BiblioCore - annual subscription	17050	1	17050
Biblio Web - $40k one time; $40k annual subscription	40000	1	40000
			$82,050

FY 2017-18 Library District Advocacy Plan (DRAFT)
INTRODUCTION

In September 2017, the Jackson County Library District Advocacy Committee was formed to begin work on compliance with the Oregon Library Association (OLA) Advocacy Standards (2015). Using the OLA Check List, Section G Advocacy , Metz 2016 assessment, it was determined that the "District solidly meets 2 of 12 essential determined the District meets 17% in this category. The Advocacy Goal contains two major standards, with sub-standards:

1) **Collaborative Advocacy — Together our libraries will advocate for broader access, useful legislation and a robust information infrastructure.**

The Jackson County Library District (JCLD) Board and Staff currently collaborate with:
Government: the Rogue Valley Council of Governments Board, Jackson County Commissioners. Administration, and Facilities/Landscape Maintenance Staff; and Elected Mayors and Administrators where Libraries are owned by Cities.
Education: Rogue Community College, all Jackson County School Districts Back-to-School Nights, Phoenix Elementary Kaleidoscope (serves 0-6 yrs. early literacy w/both parent/child), Head Start groups in Ashland, White City, Central Point, and Medford (Merriman).
Libraries: Oregon Library Association, Southern OR Library Cohort
Social Services: 50 Private and Public Day Care Centers; Jackson County Housing Authority
Supporters: Jackson County Library Foundation, Friends of the Libraries
Other: LS&S Administration

Staff participated in the Oregon 2017 Legislative Session to lobby for Ready to Read grant monies which provide our annual summer reading program.

2) **Staff and Supporter Advocacy — Our libraries will be staffed and supported by people who are educated and empowered to effectively advocate for their organizations, their communities and the information profession. Advocacy must be non-partisan.**

PLAN POLICY: The FY 17-18 policies of the JCLD Advocacy Committee "are to convey, to the 15 communities which our libraries serve, the value of each library, and to take actions that more fully demonstrate how JCLD perceives that value."

To initiate this Plan, the Advocacy Committee determined that it would pursue the following Standards between January 1 and June 30, 2018:

Objective 1: Conduct eight (8) meetings in the county, one with the Blue-Ribbon Committee that assisted the creation of the Strategic Plan, and one meeting in each region of the county where libraries are located between January and May 2018. Elected officials, community supporters, and non-patrons shall be invited to the regional meetings. At these events, the JCLD and Staff will communicate the values of our libraries to 15 communities.

A. JCLD, Staff and Friends are dedicated to the marketing and advocacy initiatives of the library.

1) A Marketing Coordinator was hired in 2017, replaced in March 2018. To date, the social media presence has been enhanced through regular mailings, and the District reach out to businesses, community groups, and current and potential patrons to promote the services that our libraries offer, has been continued. The 4th Annual Comic Con attracted approximately 18,000 persons, many non-patrons, in April 2018.

2) Staff is currently profiling patrons and identifying users, non-users, and user habits. This information is driving our marketing plan which will be completed in late 2018.

B. JCLD, Staff, Friends, and JCLF serve as representatives on behalf of the library, promoting its use, encouraging its development, and enhancing communication between the library and the public. Currently, the library has approximately 1,000 volunteers and 9-13 individual Friends organizations.

C. JCLD, Staff and Volunteers, Friends Groups and JCLF develop and nurture community stakeholders and educate with the goal of being advocates.

1) Between September and December 2015, the Strategic Planning Committee of JCLD created a list of community interest groups and individuals, and conducted nine focus group sessions with 122 community leaders from education, arts, business, social services, Friends of the Libraries and the Jackson County Library Foundation to receive vital feedback about how the library system can help meet community goals. Input was received from more than 1,000 community voices. That list is

updated annually. Further, the JCLD appointed a Blue-Ribbon Committee to oversee and guide the creation of a five-year plan adopted in April 2016.

2) Between October 2016 and January 2017, The Facilities Committee and additional JCLD Board Members, met with the Prospect School Superintendent, and with Mayors and City Administrators in Shady Cove, Talent, Ashland, Central Point, Jacksonville, Administrative and Facilities Maintenance Staff of Jackson County, and corresponded with the Owner of the Applegate Library site.

3) During the 2016-17 school year, JCLD assisted School District 9 (Eagle Point) in carrying out its workforce goal and plan (part of JCLD Strategic Plan) and in May 2017, hosted representatives from School Districts, Higher Education, Workforce Development and Manufacturing to a D-9 and Workforce Presentation.

4) Out of May Workforce meeting JCLD agreed to provide access for job listings through library exhibits to be developed by Staff and Manufacturers through FY '17-'18.

5) Focusing attention on the Metz evaluation of November 2016, the JCLD has undertaken the following work in FY 18-19 to fill gaps described by Metz:

   a. Between September and December 2017, JCLD established an Advocacy Committee, which created an Advocacy Policy to be updated annually.

   b. Provided time in October 2017 at the annual Staff Day, for staff to receive training in marketing and advocacy.

   c. Completed the OLA Advocacy Checklist (attached) to reflect work completed and anticipated to be completed by June 30, 2018

Objective 2: Maintain an active list of community interest groups and individuals, and regularly provide them promotional materials and library updates.

   A. The Library Marketing Department has created and updates a list of community interest groups, and sends them electronic information to keep them engaged in library happenings.

B. Train and provide resources for external advocates for the library. Beginning in September 2017, staff met with teachers from elementary schools in Ruch, Applegate, and Medford, to arrange visits from librarians to the schools, and trips from the schools to the libraries.

Schools throughout the county will now have regular visits from librarians, who will deliver book talks, promote summer reading, and provide programming that supplements the schools' early literacy and STEAM curricula.

C. Marketing director has designed and implemented a communication plan for informing interested community members and library supporters about events that affect our libraries. She is assisted by the secretary for the Friends Presidents in circulating information to library supporters.

Objective 3: The library actively participates in local events, such as festivals and celebrations. In such participation, they create and nurture relationships with elected officials on community, county, other local governances, that and federal levels.

This year Staff participated in Ashland's 4th of July and Medford's Pear Blossom Parades, as well as the Multi-Cultural Fair.

Attached at end of this Plan: Advocacy Checklist (Section F, OLA Standards 2013 used by Metz). The OLA Advocacy Checklist, Section G was completed by JCLS Staff and Advocacy Committee on November 30, 2017. With an active Advocacy Committee in 2018, the Library District will comply with 6 of 7 Essential Standards, and all 4 Enhanced Standards of **Collaborative Advocacy**.

Prepared by Carol & Jamar, 11/30/17 (To be reviewed & revised by Pat, Lisa, Jason and Donovan)

Thanks for contact data from: Kyna Moser, Marketing Coordinator, and Nancy Peterson, Outreach Coordinator

F. Advocacy

Today's public libraries are consistently being challenged to do more with less – less money, less staff, and less time. It has never been more important for librarians, staff members, trustees, and others with a vested interest in their public libraries, to convey to their communities the value of the library. Advocacy, the process of acting on behalf of the public library to increase public funds and ensure that it has the resources need to be up to date, is critical to the success of libraries. With proper community relations we can increase awareness and support of library services through advocacy efforts on the library and staff/supporter level.

X☐   Essential   X☐   Enhanced   ☐   Exemplary

Check the box above that best describes your library in the respective category based on the standards below.

Advocacy – Together our libraries will advocate for broader access, useful legislation and a robust information infrastructure.

Essential

Yes	No	Standards
X		Collaborate with regional libraries for advocacy events when able.
X		Be informed of OLA and ALA legislative issues and promote those issues whenever possible
X		Advocate for improved library service at the local, state, and federal level.
	X	Participate in statewide campaigns that focus on public awareness of libraries in order to garner support and funding.
X		Participate when critical legislative issues arise that affect the future of libraries.
X		Provides information and training to all library staff regarding the impact of customer service and marketing on the library's image and community relations.

Enhanced

Yes	No	Standards
X		Host events to which elected officials are invited to attend.
X		Have representation at events, hearings and programs elected officials attend.
X		Maintain an active list of community interest groups and individuals and regularly provide promotional materials and library updates.
X		Support OLA Legislative Day with calls, mail and representation.

Exemplary

Yes	No	Standards
	X	Train and provide resources for external advocates for the library.
	X	Design a communication plan for informing interested community members and library supporters about legislation concerning libraries.

Staff and Supporter Advocacy – Our libraries will be staffed and supported by people who are educated and empowered to effectively advocate for their organizations, their communities and the information profession. Advocacy must be non-partisan.

Essential

Yes	No	Standards
X		Staff dedicated to the marketing and advocacy initiatives of the library.
X		Serve as representatives on behalf of the library, promoting its use, encouraging its development, and enhancing communication between the library and the public.
X		Develop and nurture community stakeholders and educate with the goal of being advocates.

Enhanced

Yes	No	Standards
X		Active participation in local events, such as festivals and celebrations.
X		Create and nurture relationships with elected officials on community, county, other local governances, state and federal levels.

Exemplary

Yes	No	Standards
	X	Participation in pertinent local and state legislature and awareness campaigns.

Completed December 1, 2017. Partially updated by Carol for Advocacy Committee Review in May 2018.

7. The board's meeting agenda clearly reflects the organization's strategic plan or priorities.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
◯	◯	◯	◯	◯

8. The board has ensured that the library also has a one-year operational or business plan.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
◯	◯	◯	◯	◯

9. The board gives direction to the Director on how to achieve the goals primarily by setting or referring to policies.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
◯	◯	◯	◯	◯

10. The board ensures that the organization's accomplishments, challenges, and use of resources are communicated to stakeholders and the general public.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
◯	◯	◯	◯	◯

11. The board has an annual advocacy strategy for the library drafted by the Advocacy Committee.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
◯	◯	◯	◯	◯

AMENDMENT NO. 1
TO LIBRARY ADMINISTRATION AND OPERATIONS AGREEMENT

This Amendment No. 1 to Library Administration and Operations Agreement ("Amendment No. 1") is made effective as of July 3, 2017, by and between the following parties (each a "Party" and collectively the "Parties"): Library Systems & Services, LLC ("LS&S") and Jackson County Library District (the "District").

RECITALS

A.   LS&S and the District are parties to a Library Administration and Operations Agreement (the "Agreement") dated April 13, 2015.

B.   The Parties desire to amend certain provisions of the Agreement, while leaving the remainder of the Agreement in full effect until its Expiration Date.

In consideration of the foregoing and the mutual covenants and conditions contained in this Amendment No. 1, the parties agree as follows:

1.   Definitions. Capitalized terms used but not otherwise defined in this Amendment No. 1 will have the meanings given to them in the Agreement.

2.   Amendment of Section 10. .Section 10 of the Agreement is hereby amended by the addition of the following subsections to provide as follows:

> 10(l)   *Library Standards.* The District has prepared a Strategic Plan and, in accordance with its Strategic Plan, wishes to have Jackson County's libraries operated so as to achieve greater compliance with the State of Oregon Standards for public libraries. LS&S agrees to work cooperatively with the District to achieve the District's goal of greater compliance with the OLA Standards.
>
> 10(l)1. Within 120 days of the effective date of this Amendment No 1, LS&S will create a Service Plan. The Service Plan will describe staffing classifications and FTE's associated with the following categories: daily operations, reference and reader services, adult, children and youth services, administration and management, support services, technical services, and technology services
>
> 10(l)2. The parties mutually agree to quarterly progress meetings and to review any additional staffing and staff training that might be necessary.
>
> 10(m)   *Collection Development and Management Plan.* Within 120 days of the effective date of this Amendment No. 1., LS&S will create a Collection Development and Management Plan that will include: (i) strategies for developing the collection in keeping with Strategic Plan priorities; (ii) an evaluation of the current

collection for its capacity to achieve Strategic Plan priorities, and (iii) a plan to increase all circulation, with emphasis on non-English speakers and residents not currently using the District's libraries.

10(m)1. LS&S will work with the District to ensure that the materials budget is spent in the most efficient manner to achieve the desired results.

10(n)   *Library Director.* LS&S will authorize and ensure that the Library Director communicates directly, and regularly with the District's Board concerning library development and library operations. LS&S agrees to work cooperatively with the District to achieve the District's goal of effective communication between the LS&S and the Board. This will include a meeting, to be held at least annually, between LS&S management and the District Board, for the purpose of (1) allowing Board to provide input on setting the Director's goals, and (2) allowing the Board an opportunity to comment on the Director's performance in connection with LS&S' formal review of the Director's performance.

10(o)   *Technology Plan.*   The District will develop a Technology Plan for District Libraries. LS&S will cooperate with the District in the maintenance and upgrade of current technology and implementation of the Technology Plan. LS&S will be given the opportunity to review the Technology Plan before adoption and be afforded the right to comment and ensure that the District's Technology Plan does not conflict with the operation of LS&S' existing technology environment. The District will provide any additional equipment and software necessary to implement the Technology Plan. Any such technology provided by the District will be physically located in Jackson County and operated by library staff unless otherwise directed by the District. To the extent the District's Technology Plan requires the hiring of additional library staff, LS&S will cooperate with the District in hiring the required staff, which will be employed by LS&S under and subject to the Agreement. The District will provide additional funding to LS&S to cover the additional expense associated with the additional staff, and other related costs of implementing the Technology Plan at cost, without markup. It is the intent of the Parties that the costs (e.g. costs of salary/wages, costs of benefits) associated with any such additional staff hired to implement the Technology Plan shall be paid by the District as a direct pass-through, with no mark up or profit to LS&S. The Parties will cooperate to amend the Operating Budget in Schedule A of the Agreement to reflect any such additional expense and funding, if necessary.

10(p) In planning for a transition should the District elect not to renew the current agreement, LS&S agrees that (a) it will cooperate with and assist the District with the set-up and configuration of a stand-alone security environment, server and network infrastructure and help to train District personnel on its operation; (b) LS&S will review and monitor the documentation process in the last six months of the contract; and (c) LS&S will confirm and provide documentation that all software licenses on staff and public computers are current at the time of transition.

10(q)   *Minimum Wage Increases.* LS&S will bear the cost of increases in the applicable Minimum Wage that went into effect between July 2016 and the effective date of this Amendment for its employees. LS&S will also address the compression caused by the minimum wage increase prior to the effective date of this agreement, The District will bear the cost of any increase in the applicable Minimum Wage that goes into effect after the effective date of this Amendment in accordance with the Agreement.

10(r)   *Collection Development Coordinator.* LS&S will hire and employ a full-time Collection Development Coordinator, classified as a Librarian 2, to enhance collection development in the Jackson County libraries. The additional cost of the Collection Development Coordinator will be borne by LS&S as part of the Professional Management Services charge in the Agreement's Operating Budget, with no additional cost to the District.

10(s)   *RCC Polaris Seat Licenses.* LS&S will bear the cost of providing 18 RCC Polaris seat licenses in the Jackson County Libraries.

10(t)   *Additional Staffing for District Strategic Plan.* As requested by the District in connection with its Strategic Plan, LS&S will hire and employ the following additional full-time staff in the Jackson County library system: Two Digital Library Associates, classified as Library Associate 2; one Hispanic Outreach Coordinator, classified as Library Associate 3; and one Digital Services Manager, classified as Library Associate 3. The District will provide funding to LS&S to cover the expense associated with this additional staff, at cost, without markup. It is the intent of the Parties that the actual costs (e.g. costs of salary/wages, costs of benefits, training, employee equipment, travel expenses, etc.) associated with this additional staff shall be billed to the District as a direct pass-through, with no mark up or profit to LS&S. The Parties will cooperate to amend the Operating Budget in Schedule A of the Agreement to reflect any such

additional expense and funding, if necessary. The estimated annual cost to the District for these positions is as follows: Digital Library Associates ($37,500/year each, total budget $75,000). Hispanic Outreach Coordinator ($61,000/year), and Digital Services Manager ($61,000/year).

10 (u) LS&S agrees to use best efforts to cooperate with the District in planning and executing the transition if the District gives notice of its intent not to renew this agreement.

3.   Other Terms Unchanged. Except as expressly modified by this Amendment No. 1, all other terms and conditions of the Agreement will remain unchanged and in full force and effect.

4.   Counterparts. This Amendment No. 1 may be executed in counterparts. Each counterpart will be considered an original, and all of them, taken together, will constitute a single Amendment No. 1. Electronic signatures will be deemed original signatures for all purposes under this Amendment No. 1.

The parties to this Amendment No. 1 have agreed to the above terms and conditions, effective as of the date first written above.

DISTRICT   LS&S

JACKSON COUNTY LIBRARY DISTRICT   LIBRARY SYSTEMS & SERVICES, LLC

By: _____   By: _____
Name: MAUREEN A SWIFT   Name: DONALD Charleton
Title: PRESIDENT   Title: CHAIRMAN

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Jackson County Library District Board
March 16th, 2018 Board Work Session
Medford Library
Carpenter Meeting Room
205 S Central Ave, Medford, Oregon
March 16, 2018 9:30 a.m. – 3:30 p.m.

55

ATTENDEES

Present at the meeting were Board Members: Susan Kiefer (Board President), George Prokop (Board Vice President), Jill Turner, Carol Doty, Cathy Shaw; Ruth Metz, Facilitator, Lisa Marston, Staff; Brenda Rosch, Citizen.

Additional Participants: Lisa Marston (Executive Administrator), Ruth Metz (Ruth Metz Associates)

Board Self Evaluation: Conclusions and Actions

For the most part, the self-evaluation was a useful tool and we will repeat the review in six months. The Board decided on certain actions specific to these points:

Board Functional Areas:

Operational or business plan? (Question 8 of the survey report)

A.   The Board Operational or Business Plan
We will consider the Board's Action Plan from August 2017 as the District operational plan. We would like to see a master calendar with dates assigned that makes the Action Plan current. We presume District staff will produce this.

B.   The Library Operational or Business Plan
In addition to the Library's Strategic Plan, the Library has an annual operational plan (what we requested last August from Library Management) but it is in a different format. Has the Board adopted that annual operational plan?

Board Gives Policy Direction to the Library Director? (Q. 9, 29, Q 34-36, 38)

We expect that Jennifer Giltrop, the new LS&S person, will work deliberately with the Board to see that this happens. 1) Clarify where the Board's role ends and the Library Director's role begins; 2) develop formal criteria; 3) develop a process for evaluating the Library Director; 4) develop Library Director Performance Appraisal Tool; and 5) ensure Library Director takes advantage of professional development opportunities. Discuss these five items with LS&S.

Advocacy (Questions 10-11)

The Board still needs to decide how it wants to structure Advocacy.   We have two advocacy paths available to us: one to contract out and the other to provide for under our district operational plan. What should we contract out and what not?

Board Effectiveness:

Board information mechanism (Q. 16)

District Administrator will keep members updated, create calendar for the year, and add said calendar to agenda packets.

Effective governing body (Q. 18, 21, 26)

Have a "cleaner" schedule and goals? Expand the schedule (and goals), put it into a document.
At the same time, we cannot be inundated with e-mails—we can't keep up then—let's make sure we have some kind of process for flagging important information.

Encourages, acknowledges different points of view (Q. 23)

We think this happens pretty well despite what the survey response was.

Publically support Board decisions (Q.24)

Remind ourselves every now and again. Publicly supporting Board decisions includes not telling staff when we disagree with a Board decision.

Board meetings sometimes fun (Q. 28)

Board meetings do not have to be fun. They should be effective. Take this question out of the next evaluation questionnaire.

Role of the Board Chair and Individual Board members (Q. 46, 54, 55)

We are not a good board team. We talk about each other. We have to cultivate trust. Do we need more informal get-togethers where we can talk about difficult issues? Does this violate laws? It is not the responsibility of the chair but of each individual to follow our group agreements for conducting ourselves and interacting with one another. It is everyone's responsibility to work together and comport themselves professionally. If all else fails, talk to the Chair. Another way to build relationships and trust is to make a conscious effort to serve on committees with new people.

OLA Standards Committee of the Board Progress Report

Action following the Board's Review of the Committee's Progress Report

The Board Chair will draft a letter to LSS (Executive level) specifying that the Board wants LSS to course correct the Library's operational plan (service plan) so as to enable every resident to benefit from the Library, making the measure of this over-arching goal to reach 75% resident card holder rate in five years (currently it is at 34%). How will library management sculpt what it is doing with staff, collections, services, and technology to achieve this? The Chair will include a copy of the Progress Report.

To build our customer base, we want more people knowing about and using the library. Need to figure out what our community needs. We need not be your traditional library; need to be extraordinary (in OLA Standards terms). We have to take a different approach. Need to survey non-patrons. Our strategic plan is based on an incomplete picture of our communities. We did not know the real cardholders number when we did the strategic plan: 34% is unacceptable. Not who we want to be. Need to update our strategic plan. Question for LS&S: How would you organize your staff and frame your service plan to achieve a 75% increase in user-ship in 5 years? This is where we want to go; how are you going to help us get there? LS&S controls the services, programs, staff, technology and collections. How do these areas need to look if we are going to achieve our goal, i.e., If this is your goal, then your staff, materials, services and programs should look this way. The Board has looked at the data and the OLA standards and we want to move the needle, and we expect LS&S to drive this forward with us. If we are going to have a relationship with LS&S in the future, LS&S needs to be able to do this work for us. What we want is not necessarily what LS&S does for everyone else.

Our big, audacious goal is for everyone who lives in our service area to use the library, for the library to play a central role in people's lives. We have equally impactful outcomes measures, i.e., improving the graduation rate; impacting preschoolers and K-12. Who isn't being served? Where do they live? How can we reach them? What kind of technology profile do we want to create to achieve these objectives? Technology will drive services, programs, staff and collections.

LS&S should be able to provide data of users vs. non-users. Need maps and market segmentation analysis. We should be able to work through these items in a work session with LS&S. We want to see intentional, concrete work done on these OLA standards, sculpting the strategic plan for the next two years.

ACTION: Put in writing what we need. Give them time to review it. Schedule work session with LS&S so they can tell us how they can get us where we want to go. Require quarterly reports from LS&S. Reestablish a regular reporting structure. LS&S should introduce for next year a longer term goal, given this new directive.

Contract Amendment #1

The aforementioned letter will also ask LSS to report on its obligations in Contract Amendment #1, particularly: Library Standards 10(l), Collection Development and Management Plan 10(m), the Library Director 10(n)
LS&S should assist the Director in using or setting up tools and processes that would result in information that more precisely measures the OLA Standards specifications.

ACTION: Communicate to LS&S that the Collection Development Plan, as presented thus far, is unacceptable.

Board Action Plan Review and Update

The board is progressing well with its action plan. Areas needing attention:
fill out action plan with goals, time due, and master calendar
Incoming District Administrator keeps committee chairs on task
board begin to develop values-based criteria for future operational model decisions.
The Board will begin now to revisit and consider its vision for the Library District and develop values and other framework reference points for making an informed decision on its future operational model. The Board will begin immediately to build time into board meetings and work sessions to construct, review, and discuss same. What do we need to know to decide? What will we base our decision on? What operational scenarios are possible? What must be our timeline? What is our back map for proceeding?
Ideas collected from today's brainstorming:

- Trust
- Integrity
- Efficacy of providers?
- Quality of service
- Value for the Dollar
- Taxpayer value for the dollar
- Ratio of local to external investment
- Level of service: essential-exceptional

- What is sustainable?
- Transparency
- Leadership/management collaboration
- Management/Staff talent, development, retention, bench
- Leading edge of technology

2-Year Plan to Increase Active Cardholders

Overview

In 2016 the Jackson County Library District Board of Directors adopted the 2016-2021 Strategic Plan to prioritize the work of the Library staff and Board. As part of implementing the strategic plan, the Board is actively working with Library Systems & Services (LS&S) to examine how the Library's limited resources can best be utilized to meet the goals outlined in this plan.

Although the Strategic Planning Committee did not include an increase in active cardholder rate as an objective in the strategic plan, the Board and LS&S recognize that it is a worthy, ambitious goal that correctly emphasizes increasing library usage as the driver behind the plan. The strategic plan does a great job of highlighting focus areas for the near future with learn, connect and grow. The number of active cardholders is a measure of how well the Library is engaging the community in these three areas. A library card does more than give a community member a free pass to rent books. For each person a Library card provides something different; it can open doors to undiscovered opportunities for enrichment and entertainment, provide a tool for seeking academic or career achievement, or support personal growth and development. For all, it will undoubtedly contribute in some way to lifelong learning. While a library card is not required to access some of the Library's resources, we recognize that for community members to fully reap the benefits of the Library - having a library card is the key to maximum access.

Some of the limits customers currently experience have to do with the restricted hours of operation, but other factors that impact customers include collection quality, innovative services and staff availability. In her November 2016 performance review and quality assessment final report, consultant Ruth Metz recognized these challenges to the Library's growth and development, noting, "It is likely that low hours contribute to the Library's relatively lower usage levels: library visits, program attendance, and computer sessions as well as circulation. As previously noted, the circulation rate is also affected by the collection quality. However, these indicators point to the need for strategic marketing and targeted outreach, functions that require the expertise and availability of staff that are not tethered to the branch."

Ms. Metz's inclusion of the need for strategic marketing is especially important, as a public awareness campaign is one of the most critical steps JCLS needs to undertake to successfully increase their active cardholder rate. The goal of this campaign will be three-fold:

1.) ensure all members of the JCLS service population know and understand the services and resources provided by the Library
2.) increase the use of all Jackson County libraries
3.) advance stakeholders' knowledge and understanding of the changing role and importance of libraries.

Goal

The primary goal of this two-year plan is to outline the required steps and actions necessary to increase Jackson County Library System's number of active cardholders from the current 43% rate[1] to 75% by 2023. The recommended strategies and tactics provide a guide for how staff should prioritize resources over the next two years to reach this designated 5-year goal.

Active Card Holder Saturation Rates

(June 20, 2016 - June 20, 2018)

Branch	Service Area Population[2]	2-year active patrons	2-year saturation rate
Applegate	1,389	506	36%
Ashland	25,405	18,386	72%
Butte Falls	1,327	297	22%
Central Point	27,153	8,041	30%
Eagle Point	12,181	5,186	43%
Gold Hill	5,235	1,469	28%
Jacksonville	5,507	2,586	47%
Medford	85,577	37,473	44%
Phoenix	10,430	2,615	25%
Prospect	1,028	414	40%
Rogue River	9,798	4,353	44%
Ruch	3,905	1,181	30%
Shady Cove	6,511	1,870	29%
Talent	8,833	4,724	53%
White City	10,779	4,274	40%
Total	**215,058**	**93,375**	**43%**

[1] Based on active cardholder saturation rates (population divided by active card holders = % of active card holders). Includes any transaction taking place through Polaris (logon to My Account for holds or updating account information; Polaris circulation transaction, any update to the patron registration record; Patron logon to inside library computers through internal computer management system).

[2] Service Area Population based on 2017a Census.

Target Audience
While the audience for increased library use is the Library's entire service population, the following audiences have explicitly been identified for targeted marketing and promotional efforts to increase the rate of active cardholders:
- Public and charter school students and faculty
- Homeschool students/families
- Spanish language speakers
- Rural population
- Business community

Strategies and Tactics
The strategies and tactics for this plan are grouped into four areas:
- Maximizing impact with customers
- Leveraging existing resources and services
- Developing new customers
- Expanding current partnerships

MAXIMIZING IMPACT WITH CUSTOMERS

Strategy: Ensure that current Library users know and understand what materials and services are available to them through their local public library.						
Strategic Plan	**OLA**	**Tactic**	**Target Date**	**Resources**	**Additional Funding Required?**	**Estimated Cost**
C. 3a.	G 1.14; G 2.1;	Create a comprehensive marketing plan. One component of this plan will be a general library awareness campaign targeting current users to encourage them to use the library more often, and to engage with more resources by highlighting what they get for	Launch January 2019	Marketing plan; funding for marketing campaign; Collection dollars to	Yes	Awareness campaign materials: $10,000; Collection: see estimates for

		their tax dollars *in addition to free book rentals* – downloadable music and movies, e-books, wi-fi hotspots, free tutoring, resume help, educational classes and workshops, digital newspapers and magazines, movies, DVDs, CDs, etc.		increase popular services such as online tutoring and digital content		increased digital materials and resources
L. 2b.; C. 1c.; 4b.	C 1.12; G 1.6; G 1.14; G 2.2; G 2.5	Provide customer service training for public services staff that focuses on two things: 1.) ensuring staff are effectively communicating the value and impact of library services during each customer interaction, and 2.) training staff to engage in point of sale marketing during every customer interaction to ensure customers know about additional library resources and services available to them.	November 2018	Staff Development Plan; funding for training	Yes	Training: $3000
C. 1b; 4d.	D 1.13; F 1.5; H 1.2; H 1.3;	Translate core areas of the Library's website into Spanish, including all information on the home page, all tabs and drop-down menus, all information included under the "Library Information" tab and "Hours & Locations" tab, information included in the header and sidebar on the "Research" page, and the information on the "My account" page.	March 2019	Translation service; funding for translation; IT/web development support	Yes	$3,500
L. 1 a; 1c.; 1e.; 1 f.	E 1.14; 1.21	Develop a monthly early literacy newsletter that is shared with parents and caregivers (via an email distribution list tied to library card) that includes recommended books, websites, and apps; tips for parents and	Launch September 2018	Staff member to develop content; Email marketing software (such as Mail Chimp)	No, Reallocate staff time.	N/A

		caregivers for being a child's first teacher; etc.				

Strategy: Simplify Library use by reducing barriers.

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost
L. 3; 4	E 1.2	Eliminate the Library card replacement fee.	October 2018	Board support to approve eliminating this fee	No	N/A
L. 3; 4		Offer a tiered fee for a non-resident card, based on number of active users in the household instead of assessing the amount for each individual non-resident (with a maximum of $100/household).	October 2018	Board support to approve reducing this fee	No	N/A
L. 3; 4	E 1.2	Launch a fine forgiveness campaign during National Library Card sign-up month to allow people who are not able to use their cards to come back with a fresh start (similar to the 2017 initiative).	September 2018	Board support to approve this campaign; funding to promote this campaign	Yes	Promotional materials: $2,000
C. 1b.		Evaluate existing requirements for a library card, with a focus on how current requirements might restrict Latinos and other potential card holders in nontraditional households.	FY18	Board support to approve existing requirements, if changes are recommended	No	N/A

Strategy: Grow the Library's materials and resources collection.						
Strategic Plan	**OLA**	**Tactic**	**Target Date**	**Resources**	**Additional Funding Required?**	**Estimated Cost**
L. 4; C. 2	D 1.2; 1.4	Grow the Library's collection of digital materials, with an emphasis on e-books, audiobooks, and e-magazines to appeal to two demographics: 1.) customers who live in rural areas who do not frequently access the library in-person, and 2.) customers who are more likely to use amazon than their public library.	FY18	Budget dollars to purchase higher volume of digital materials	Yes. A combination of current budget reallocation and addition of funds.	Collection dollars: additional $250,000
L. 4a.; C. 2	D 1.2; 1.15	Grow the Library's collection of Spanish language materials. Collection Development staff should pay close attention to RUSA's [Guidelines for Library Services to Spanish-Speaking Library Users](#) 1.0. Collection and Selection of Materials. Staff member selected to attend the Guadalajara Book Fair should focus on building relationships with vendors who can provide high-interest material to the Library that is not traditionally available through larger book vendors such as Ingram, B&T or Brodart. Staff should also gather research on collection development best practices and Spanish-language book distributor recommendations from libraries around the	FY18	Budget dollars to purchase Spanish language materials; funding to attend the Guadalajara International Book Fair (industry standard for collection development)	Yes	Collection dollars: additional $100,000 Guadalajara Book Fair: $3500

		country who successfully serve large Hispanic populations.				
L. 2a.; 3b. G. 2b.	E1.12 D 1.18	Increase the Library's ability to offer homework help by subscribing to an online service provider to provide students with free access to live online tutoring in English and Spanish. A subscription to Brainfuse will also provide job seekers with access to their resume/career builder section.	FY18	Annual subscription to Brainfuse	Yes	$23,725
L. 2a. G. 1a.	D 1.18	Increase the Library's information resources for the business community by subscribing to Lynda.com.	FY18	Annual subscription to Lynda.com	Yes	$16,000
L. 2a. G. 1a.	D 1.18	Increase the Library's offerings for adult learners by subscribing to Gale courses, which offer customers access to interactive courses taught entirely online by college instructors and experts in the field.	FY18	Annual subscription to Gale courses	Yes	$18,720
L. 1a.; 1 c.; 1e.; 2 a.; C. 1 b.		Increase the Library's ability to offer parents and young readers access to high-quality animated talking picture books, chapter books, videos, non-fiction titles, playlists, books in languages other than English such as French and Spanish, graphic novels and math stories to promote early literacy.	FY18	Annual subscription to Scholastic's BookFlix or Tumblebooks	Yes	$9,000-$18,000

LEVERAGING EXISTING RESOURCES AND SERVICES

Strategy: Promote the value of the Library card and Library resources during all library-sponsored events.						
Strategic Plan	**OLA**	**Tactic**	**Target Date**	**Resources**	**Additional Funding Required?**	**Estimated Cost**
		Offer a special discount or incentive for JCLS library card holders during the annual comic-con event.	May 2019	Some type of incentive for cardholders – early admission, poster of specially commissioned artwork, name in a drawing to meet featured artist, etc.	Yes	$2500
		Incorporate library card sign up as part of any scheduled library tour.	Begin September 2018	Staff to assist with library card sign-ups	No	N/A
L. 3e.		Utilize the current Booktalk program to promote additional library resources to students.	Begin September 2018		No	N/A
		Include library card applications and promotional material focusing on the Library's other resources in the book club bags; also include a list of talking points for the book club leader to help him/her promote the Library's services and resources to book club members.	October 2018	Budget for promotional materials; staff time devoted to developing talking points	Yes	$500

Strategy: Incentivize the Library card.

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost
	E 1.13; H 5.1	For those who are not required to pay a fee, require a Library card to reserve a meeting room. For those who are required to pay a fee, offer a financial incentive (discount) to reserve a room with a Library card. Example: Jacksonville Public Library https://www.jaxpubliclibrary.org/services/branch-meeting-rooms	October 2018	Edit meeting room application and meeting room policy.	No	N/A
	F 1.8	Offer wi-fi users a special incentive when they log-in with their library card (daily access with no interruption with a card; 30-minute sessions that require the user to re-login each time without a card). Example: Pioneer Library System (OK)	November 2018	IT support; Policy change	TBD	TBD

Strategy: Engage Library Board, Foundation and Friends members.

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost
C. 3a.	C 2.8; G 1.12; G 2.2; G 2.3	Provide all Library Board, Foundation and Friends members with an annual advocacy training and encourage them to be an active	January 2019	Budget to plan and carry out the advocacy training	Yes	$2,500

		part of the library awareness campaign out in the community.				
C 3a.	G 1.12	Develop talking points, an elevator speech and small marketing cards with statistics to showcase ROI for Board, Foundation, and Friends members to share with members of the community, stakeholders, and current and potential funders.	November 2018	Budget to create and print advocacy/support materials	Yes	$500

DEVELOPING NEW CUSTOMERS

Strategy: Simplify the library card application process.						
Strategic Plan	**OLA**	**Tactic**	**Target Date**	**Resources**	**Additional Funding Required?**	**Estimated Cost**
C. 2; 4		Create a digital full-access library card application that can be filled out and submitted by the user electronically.	December 2018	Budget to develop this form; staff to process electronic library card applications	No. Reallocate staff time.	N/A

Strategy: Introduce new library cards types to appeal to a broader base audience.						
Strategic Plan	**OLA**	**Tactic**	**Target Date**	**Resources**	**Additional Funding Required?**	**Estimated Cost**
L. 4.	F 1.4	Introduce a digital-access-only library card type (and new physical card) that allows customers without homes or permanent	December 2018	Budget to design and print new card	Yes	$800

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost
		addresses to access the Library's internet-accessible computers and online resources within the Library. Example: Public Library of Cincinnati and Hamilton County http://www.cincinnatilibrary.org/account/internet.html				
L. 3	G 1.7	Introduce a card type for educators that will allow a customer to check out and renew items for six weeks, check out up to 100 items, and have up to 50 unfilled holds at one time. Educator cards may only be used for materials for curriculum support and/or classroom use. To qualify for an educator card, an educator must live or teach in JCPL's service area and teach early education/daycare, pre-kindergarten – 12th-grade, or homeschool their children. Valid for one year; current certification must be presented upon renewal. Example: Multnomah County Library https://multcolib.org/educators/educator-library-cards	Launch September 2018 (as part of National Library Card Month)	Budget to market new card type to teachers and homeschool families	Yes, limited.	$500

Strategy: Ensure that members of the community who do not currently use the Library know and understand what materials and services are available to them through their local public library.

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost

C 3a.	G 1.14; G 2.1;	Launch a survey for non-users.	October 2018	Budget to design, implement and assess survey	Yes	$26,150
C. 3b.	G 1.14; G 2.1	As part of a general library awareness campaign, target the non-user by highlighting digital options for customers, including being able to download and read popular magazines, e-books, and audiobooks. Also promote access to databases, workshops and classes, and the ability to download free music and movies.	Launch January 2019	Marketing plan; funding for marketing campaign; Collection dollars to increase popular services such as online tutoring and digital content	Yes	Marketing plan: $15,000; Awareness campaign materials: $10,000; Collection: see estimates for increased digital materials and resources
C. 1b.; 3b.	C. 1.12; 2.7; 2.11; 2.14	Hire and train Spanish-speaking staff to plan and carry out outreach events that focus primarily on the Latino community to better serve this underserved population	On-going as vacancies occur	Recruit Spanish-speaking staff members	No	N/A
C. 1b.; 3a.	C. 1.12; 2.7; 2.10; 2.14	Host Library Open House events at the Phoenix and White City locations twice a year to engage the local Hispanic population. Events should be highly visible (possibly including an outside component), take place on the weekend, be family-oriented, offer food, include music and door prizes, and	FY19	Food, prizes, library card incentives	Yes	$250 per event

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost
		offer incentives for library card sign-up. Ensure Spanish-speaking staff are present to engage with the community and answer questions.				
L. 2a; G. 1a.; 3 b.	D 1.2; 1.18; 1.25; F 1.2; 2.1; 2.5	Develop and promote a business collection for local small business owners and entrepreneurs. Collection will include business-related online research resources and subscription services such as Value Line and Lynda.com. Also establish the role of the Business Outreach Librarian to build relationships with local business owners, provide classes and promote these resources. Example: Russell Fischer Business Collection Camarillo Public Library http://camarillolibrary.org/content/russell-fischer-business-collection	FY19	Recruit Business Outreach Librarian	Yes	$66,000

Strategy: Make outreach a core service for all public services staff.

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost
L. 3a.; C. 1c.; 3b.; G. 2b.; 3a.	G 1.7; G 2.6	Train all public services staff to do local outreach visits centered around library card sign-ups at local parent/teacher nights, smaller neighborhood events, large-scale community events, local health clinics, WIC centers, SNAP sites, grocery stores, apartment complexes, career fairs, etc. to	Make this a mandatory component of Staff Development Day in	Budget to conduct training for public services staff; additional staff to carry out an increased number	Yes	Training: $4,500;

		promote the library's services and carry out a library card sign-up event using Polaris.	September 2018	of outreach visits in the community		
	G 1.7	Develop an outreach kit for each location that includes a tablet computer, wi-fi hotspot, access to Polaris LEAP module to do online library card applications, promotional materials, copies of library policies, program calendars, current promotional materials, library cards, free giveaways (pencils, notepads, etc.), branded tablecloth, professional signage and sign holders, etc.	Launch by September 2018 (unveil at Staff Development Day 2018)	Budget to develop a kit for each library	Yes	$15,000

Strategy: Provide core services in Spanish, including reference and reader's advisory.

Strategic Plan	OLA	Tactic	Target Date	Resources	Additional Funding Required?	Estimated Cost
L. 2b.; C. 1b.; 4a.	D 1.15; E 1.24	Provide customer with an option to communicate in Spanish with a staff member for all customer service interactions (e.g. reference request, getting a library card, or reader's advisory services). Example: Omaha Public Library https://omahalibrary.org/language-line-translation-services/	January 2019	Contract with a company who can provide translation services via phone (such as Language Line Solutions or Certified Languages International)	Yes	$5,000-$10,000 annually

EXPANDING CURRENT PARTNERSHIPS

Strategy: Build reciprocal relationships with local schools.						
Strategic Plan	**OLA**	**Tactic**	**Target Date**	**Resources**	**Additional Funding Required?**	**Estimated Cost**
L. 3a.; 3b.; 3d.; 3e.; G. 1b.; 2a.	E 1.25	Launch a collaborative program with local school districts (starting with Medford and Ashland) to provide all Pre-K – 12th-grade students a fine-free, no-parent-signature required JCLS library card tied to their student ID. https://www.urbanlibraries.org/initiatives/the-leaders-library-card-challenge	Program planning and development: 2018-2019 school year Program implementation: 2019-2020 school year	Reciprocal relationship and MOU; IT support to develop infrastructure to transfer data; budget for a marketing campaign	Yes, for marketing, IT support and collection development in order to meet the increased demand	Marketing materials: $10,000; IT support: provided in LS&S contract costs; Collection: $100,000 for additional materials to support students/ curriculum; Also see tactics that address adding digital resources

Outcomes and Measurables

According to JCLD Administrator Lisa Marston, "the library card holder rate, and not library usage, will be the Board's overarching 'results measure' of success for the Strategic Plan." Based on 2017 a Census, the service area population for JCLS is 215,058. Currently, JCLS has 93,375 active cardholders (43%). To reach an active cardholder rate of 75% in five years, JCLS will have to add 67,918 new cardholders - or an average of 13,583 new cardholders per year.

It is important to note that although JCLS has room for improvement in this area, according to the FY2017 peer library data below JCLS's current active cardholder rate is only slightly lower than Deschutes Public Library District, and approximately 12-14% lower than the Ft. Vancouver Library System, Multnomah County Library System and Corvallis-Benton County Library System – all of whom have larger operating budgets.

Library System[3]	City	State	Population	Budget	Total Locations	Registered Borrowers	Registered Borrowers as % of Population
Jackson County Library Services	Medford	OR	215,058	$4,625,045	15	93,375	43.41%
Athens Regional Library System	Athens	GA	234,990	$4,298,924	11	73,234	31.16%
Sandhill Regional Library System	Rockingham	NC	248,372	$2,836,684	15	128,656	51.80%
Ft. Vancouver Regional Library System	Vancouver	WA	489,218	$24,183,480	15	273,789	55.96%
Deschutes Public Library District	Bend	OR	170,740	$12,176,521	6	80,393	47.09%
Multnomah County Library	Portland	OR	790,670	$73,003,211	19	444,459	56.21%
Corvallis-Benton County Public Library	Corvallis	OR	83,673	$6,110,500	4	47,860	57.19%

To reach the targeted goal of a 75% active cardholder rate (or 161,293 cardholders) by 2023, the Library must maintain the current number of active cardholder and meet or exceed the following targets for new cardholders each year for the next five years:

- End of FY18-19 (June 30, 2019): 9,000 new cardholders

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[3] Public Library Association Metrics FY2017 data set. PLAMetrics.org.
https://www.plametrics.org/pireports/view_pireport.php?report_id=63967&pi_collection_id=25&period_id=2017&subperiod_id=0&pi_group_id=-1. Accessed on 6/29/18.
Oregon Public Library Statistics. 2016-2017 Preliminary Data. https://www.oregon.gov/osl/LD/Pages/statsploregon.aspx. Accessed on 7/3/18.

- End of FY19-20 (June 30, 2020): 22,000 new cardholders (this includes the 14,650 students and faculty from Medford School District and 3,300 from Ashland School District)
- End of FY20-21 (June 30, 2021): 12,306 new cardholders
- End of FY21-22 (June 30, 2022): 12,306 new cardholders
- End of FY22-23 (June 30, 2023): 12,306 new cardholders

Additional school districts to be added between FY20-21 and FY22-23 include:

School District	Number of Students	Number of Faculty
Central Point	4,500	450
Phoenix-Talent	2695	128
Rogue River	925	54
Shady Cove	291	13
Butte Falls	230	15
Prospect	232	17
TOTAL	8,873	677

There is a lot to be accomplished in the next two years with this plan. Once, JCLS completes the initiatives and strategies above, attention should be expanded to target the senior population, especially residents living in assisted care facilities, and people with disabilities.