



JCLS Board Retreat

August 14 -15, 2020

Location: Zoom

<https://libraryiq.zoom.us/j/93413210557?pwd=MFA2QjFyeWhqa3o0enJ1VSs4VnBRZz09>

Meeting ID: 934 1321 0557

Passcode: 619779

Desired Outcomes

- Clarity as to the roles of the Library Board, Library Director, and between Board and Management/Staff
- Our Community: What have we learned in 2020 about needs of our community
- Board's Affirmation of Vision, Values, Mission, and Roles of the Library
- Direction of an 18-month Action Plan
- Reset, reaffirm Board Committees and Assignments

Member Preparation In Advance

- Sample director job descriptions as background
- Governance policies relevant to board, director, management, staff roles
- Each participant prepares to contribute to the discussion of current and future Community and Library needs over the next 18 months. For example:
 - What is happening in our communities?
 - How has COVID-19, civic unrest, etc. impacted individuals in our communities?
 - How have local businesses and support organizations responded?
 - What are core community needs?
 - How will our libraries remain relevant?
- Strategic Framework Summary (vision, mission, values, roles of the library)
- List of Board committees and assignments



ITINERARY

Friday, August 14

Morning Session

9:00 – 12:30

Welcome & Introductions

Cathy Shaw, presiding

All Present: Name, Position, how long with Library

President's Opening remarks – Cathy Shaw

Board Member Round Robin: a personal perspective

Short break 9:45-10:00

District Board and Management Roles

Ruth Metz, Facilitator

- Panel of guest District Board members and Directors: The nature of the relationship, experiences, challenges, precautions, and advice (90 minutes, including Q&A)
- Jackson County Library District: What needs to be clarified for the JCL Board, Director, and Staff going forward? Examples and Illustrations
- Discussion and Take-aways
- Next Steps
 - Define the roles of the Board and the Director
 - Define the role of the Staff
 - Create Director's Job Description (Executive Committee)

Lunch Break 12:30-1:15

Afternoon Session

1:15-4:00

Community Needs: Responding to 2020

Kari Facilitator; Ruth Observer



Introduction

Demographics Report

First Impressions (Homework)

Discussion about Current Conditions

15 minute break

Introducing Our Strategic Framework

- Mission, vision, and values
- Roles of the Library
- Core Library services

Wrap Up

Recess for the Day

Saturday, August 15

9:00 – 12:00

18 Month Action Plan

Kari Facilitator; Ruth Observer

18-month Action Plan focused on Library Roles

Framework and Foundation for the Plan

Given the foregoing about community needs, should our statements be revised, expanded, or otherwise changed?



- Mission, vision, values, roles of the library
- What do we want to accomplish?
- How will we know we have done so?
- Board direction for the Plan

Board Committee Assignments

- Given our takeaways from this retreat, are the Board Committees as defined still appropriate? New committees to consider?
- Assign Board members to specific committees

Wrap Up

President's Concluding Remarks

Adjourn

Job Description

Library Director

Summary

The Library Director will provide direct leadership in the planning, direction and oversight of library services within the district.

Classification: Library Director

Essential duties and responsibilities

1. Provide leadership in developing District vision, goals and objectives in conjunction with the Board of Directors. Establish operational targets in compliance with overall goals and objectives. Plan and develop collections, programs, services and activities based on analysis of District growth, usage patterns, workload, staffing levels, patron requests and related legislative issues to provide appropriate library services to the community.
2. Administer board policies, make policy recommendations to the Board, and provide executive support and information to the Board.
3. Develop strong partnerships within the community and the state. Advocate for the Library by representing the District at public forums, attend various community group, professional, and civic organization meetings to communicate Library policies and programs, and develop good will.
4. Champion community involvement for the operation and services provided both now and for the future. Work closely with the Baker County Library Foundation and Friends of the Baker County Library to develop creative approaches to ensure robust local fundraising and volunteer support.
5. Supervise personnel directly or through subordinates. Hire and train or oversee training of employees and volunteers. Assign, supervise and evaluate work of subordinates, including supervisory personnel. Hear grievances and administer disciplinary action as needed.
6. Prepare the budget for the Library Board approval. Monitor and approve deposits and expenditures in accordance with the budget. Countersign with Board President or designee for disbursement of District funds. Administer grants, gifts, state and federal money.
7. Develop the collection of all types of materials such as print, media and electronic resources. Classify and catalog materials, provide reference services and manage the withdrawals from circulation.
8. Oversee maintenance of the collection.
9. Evaluate, develop and implement goals, programs, policies and procedures to improve the effectiveness and efficiency of department responsibilities. Develop long-range plans for library services to the District.
10. Stay current with library and information services and technology, including the integrated library system, electronic resources and Internet.
11. Act as the Board Secretary and perform or delegate those duties as required.
12. Administer the maintenance of library facilities and equipment.
13. Perform other duties as assigned by the Baker County Library District Board of Directors.

Peripheral duties

1. Assist in ancillary Library duties as workload and staffing levels dictate.
2. Maintain proficiency by attending training and meetings, reading materials, and meeting with others in areas of responsibility.
3. Maintain work areas in a clean and orderly manner.

Supervision received

Works under the general supervision of the Library District Board of Directors. Communicates regularly with the Board President in carrying out the Board's directives.

Supervision exercised

This position directly supervises all other employees of the District.

Desired minimum qualifications

Education and experience:

1. Completion of an ALA-accredited Master's of Library Science program. Master's degree in library and information science from an American Library Association-accredited institution.
2. Successful experience in the administration of library operations and services.
3. Demonstrated leadership, supervisory experience and strategic planning.
4. Substantial experience in public services and dealing with the public.
5. Success with grants, bonds, community fundraising, and other public funding venues.
6. Excellent interpersonal, interviewing, counseling, and communications skills.
7. Extensive experience with varied budgeting processes.
8. Experience using technologies to provide and enhance library services.

Necessary knowledge, skills, and abilities:

1. Demonstrated successful leadership, interpersonal and supervisory skills working with a diverse population.
2. Strong public service orientation and ability to work effectively in a team environment.
3. Effective problem solving, analytical and organizational skills.
4. Effective written and verbal communication skills.
5. Ability to manage multiple tasks in a rapidly changing environment.
6. Ability to prepare and manage a budget.
7. Knowledge of collection development, acquisitions, cataloging, database management, public and technical services, and reference.
8. Ability to perform and prioritize tasks with limited supervision.
9. Thorough knowledge of current trends and developments in the library field.
10. Thorough knowledge of library reference sources, print and online.
11. Knowledge of pertinent federal, state, and local policies, procedures, laws, and regulations.
12. Working knowledge of public relations procedures.
13. Thorough knowledge of modern management principles and practices as they relate to the administration of public libraries.
14. Ability to motivate, direct, and supervise professional, paraprofessional and clerical library personnel in a manner conducive to full performance and high morale.
15. Considerable knowledge of children's, young adult and adult literature.
16. Ability to plan, organize, supervise, and evaluate the work of employees in diversified library activities.

Tools and equipment used

Computer, including the Internet, general office applications, design software, presentation applications, and integrated library system; LCD projectors; book carts; copy machine; telephone; book bins, magazine storage racks and boxes; typewriters; fax machines; general office tools; calculators; media players; televisions; other tools and equipment necessary to perform the essential and peripheral duties of the position.

Working conditions

1. Stands or walks 50% of the time, 75% of the time when assigned to the public service desks and 90% of the time when delivering presentations or programming.
2. Frequently required to walk, sit, talk, or hear. Occasionally required to climb, balance, stoop, kneel, crouch, or crawl.
3. Moves back and forth between all areas of the library.
4. Retrieves and replaces library materials from 2 inches from the floor to 7 feet from the floor.
5. Regularly lifts and/or moves up to 10 pounds, frequently lifts and/or moves up to 25 pounds, and occasionally lifts and/or moves up to 50 pounds.
6. Travels and works regularly at all library branches within the district.
7. Stares at computers screens and monitors regularly while carrying out essential job functions.
8. Normal office exposure to noise, stress, and disruptions.
9. Full-time, salaried position. Some weekend and evening hours are required.

Selection guidelines

Formal application, rating of education and experience, oral interview, reference check, job-related tests, and criminal background check may be required.

The duties listed above are intended only as illustrations of the various types of work that may be performed. Omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Position Description

Title: Library Director

Department: Executive

FLSA: Exempt

Reports to: District Library Board

Pay Grade: Contract

Created: July 2014

Position Purpose

Organizes, directs, controls and promotes the activities of the Deschutes Public Library system. Work varies, requiring interpretive judgment: has significant opportunity for discretion and independent action.

The following knowledge, skills, and abilities are required of all employees:

1. **Communication** (*Seeks first to understand; uses Platinum rule*)
2. **Customer Service** (*Makes and maintains effective connections with customers*)
3. **Personal Leadership** (*Inspires greatness*)
4. **Results** (*Aligns work with local & District priorities; accepts responsibility for outcomes*)
5. **Self-Management** (*Cares for self; is aware of emotions & impact on others*)
6. **Relationships – Teamwork** (*Creates an environment of trust*)
7. **Technology** (*Embraces new technology for efficiencies and life-long learning*)

Essential Functions

1. Prepares strategic plans for library services in line with board stated priorities and in collaboration with staff.
2. Administers board policies, makes policy recommendations to board, and provides executive support and information to the board.
3. Prepares the budget for board approval, monitors and approves expenditures as directed by the board, administers grants, gifts, state and federal money.
4. Develops and leads a cohesive, innovative, and accountable team who have a wide range of skills, knowledge, abilities, and responsibilities and who are directly responsible for the success of DPL.
5. Creates an environment where diverse views are welcomed and respected, and facilitates productive and timely discussions that generate effective results.

6. Collaborates with local, regional, and national leadership to have an awareness of current library trends and to anticipate future needs in order to provide relevant services to the public in a timely manner.
7. Establishes and maintains close community ties and cooperative partnerships/relationships with community groups and local government.
8. Facilitates diverse views on policies, procedures, guidelines and regulations for DPL staff and customers and provides direction as needed.
9. Establishes means to ensure library activities are coordinated effectively among all departments, coordinators, managers, and supervisors.
10. Appropriately responds and investigates to citizen inquiries if complaints and concerns cannot be resolved at appropriate staff levels.
11. Creates and presents effective prepared and impromptu presentations to community groups, general public, DPL library board, and staff.
12. Promotes continuous life-long learning at DPL.
13. Recruits, selects and trains new personnel.
14. Prepares speeches and correspondence.

Extensive Knowledge of:

1. In-depth library/leadership trends and practices.
2. Managerial principles for the administration and organization of a complex multi-branch library system.
3. Project management, administrative analysis and report preparation.
4. Professional library principles, practices, techniques, and standards as they pertain to the delivery of public library services, proactive customer relationships, and confidentiality of information.
5. Thorough knowledge of modern management principles and practices as they relate to the administration of public libraries.
6. Ability to motivate, direct, and supervise professional, paraprofessional and clerical library personnel in a manner conducive to full performance and high morale.
7. Ability to plan, organize, supervise, and evaluate the work of employees in diversified library activities.
8. Ability to communicate effectively, verbally and in writing.
9. Effective measurement tools and systems.

10. The role of a public library as an information agency for the DPL community.
11. Budget preparation, grant administration, and monitoring mechanisms.
12. Emerging technology and trends for current and future planning purposes.
13. PC applications for library operations including word processing, spreadsheets, email, Internet, presentation software, and data management
14. Broad experience in collection development and programming.
15. Knowledge of pertinent federal, state, and local policies, procedures, laws and regulations.
16. Working knowledge of public relations procedures.

Attributes and Talents

Professional Leadership

- Demonstrates in-depth knowledge of library/management trends and practices
- Holds leadership positions within community and professional organizations
- Builds coalitions with key players in targeted local, regional, and national agencies and organizations to achieve and maintain desired outcomes for District
- Inspires others through visionary leadership

Effective Governance Support

- Demonstrates fidelity to the Board
- Embraces the concept of transparently working with the Board as a unit
- Readily accepts delegated authority while respecting authority retained by the Board
- Provides well developed analysis of challenges, opportunities, and alternative solutions
- Exhibits the confidence to provide an honest assessment of contentious issues
- Writes well crafted policies to achieve the Board's intentions
- Writes well crafted status reports that summarize considerations and recommendations
- Promotes ongoing Board development

Effective Administrator

- Interprets board policies and priorities to achieve district outcomes
- Identifies challenges and opportunities within a changing environment
- Thinks "outside the box" to identify alternative solutions
- Articulates clearly defined outcomes and identifies measurement indicators
- Drafts step-by-step plans to achieve outcomes
- Demonstrates expertise in facilities planning
- Demonstrates success in soliciting community support for library funding
- Identifies potential legal and financial risks and liabilities and takes correct action to minimize effects
- Promotes and executes cutting edge library technology, broad-based innovation, and district efficiencies

Effective Budget Officer

- Works with the management team to develop implementation strategies to achieve Board priorities
- Understands issues such as cash flow, reserve funds, and fund based accounting
- Demonstrates the ability to craft budget plans that balance resources and expenditures over a multiple year period

Effective Team Leader

- Models and promotes high ethics and respectful interactions
- Facilitates productive team discussions
- Encourages open discussion and problem solving
- Encourages and rewards creativity
- Delegates appropriately while maintaining accountability
- Effectively coaches team members using well developed skills (conflict management, interest based negotiation, etc.)
- Guides and supports continuous learning at all levels of the organization

Effective Communicator

- Communicates in an accurate and clear manner
- Handles conflict constructively to identify joint concerns and to facilitate desired outcomes
- Presents complex concepts effectively to a wide range of audiences
- Exhibits confidence and has a dynamic presence

Education & Experience

Masters of Library Science is required. Need five to 10 years effective leadership experience in a progressive library system overseeing adult, children, and teen services. Demonstrated ability and experience to achieve library outcomes while effectively leading a team whose members have a wide range of skills, knowledge, abilities, and responsibilities. Experience and success with community partners are essential. Success in presenting oral and written material for a variety of situations is imperative. Innovative results are essential.

Working Environment/Physical Demands

- Office, indoor setting
- Sitting, standing, walking, bending, reaching, lifting (up to 20 pounds)
- Reading for comprehension and direction (policies & procedures)
- Speaking to share/respond, to maintain relationships and to convey instructions and/or direction
- Considerable cognitive process to make effective decisions for non-routine work
- Various equipment includes computers with a keyboard and mouse, telephone, and other electronic devices to share documents, information and discussion
- Deadlines and changing priorities with multiple demands on time
- Frequent community, professional and work interactions
- Attendance at evening and weekend meetings and/or social/business events
- Travel to other district locations and/or to workshops/professional meetings/conferences
- Available for emergencies and off-schedule contacts



TILLAMOOK COUNTY
201 Laurel Avenue
Tillamook, Oregon 97141
(503) 842-3418

CLASSIFICATION DESCRIPTION

Job Title: Library Director

Department:	Library	Union:	Non Union
FLSA Status:	Exempt	WC Code:	8810-01
Job Code:	M0870046	Effective Date:	July 1, 2010
Pay Grade:	ES05		

INTRODUCTION

The incumbent of this classification directs the Library Department and is held accountable for its successful functioning. As Director, monitors and evaluates the progress of the department toward meeting goals and makes adjustments in objectives, work plans, schedules, and resource commitments.

EXAMPLES OF PRINCIPAL DUTIES

(Duties assigned to this classification include, but are not limited to, the following examples.)

Develop, direct, and evaluate library operations, programs, facilities, and services. Formulate, review and revise short- and long-range goals. Ensure work is in compliance with administrative goals and objectives and professional requirements. Establish, revise, and interpret department policies and procedures. Develop department budget and monitor fiscal expenditures. Analyze revenues and expenditures for library and resource sharing network. Develop budget for library levy.

Represent the department at local, regional, and state-wide meetings and public events. Provide information, education, and promotion of library services. Represent department and serve as principal liaison between library system and Board of Commissioners, Library Board, Coastal Resource Sharing Network Board, Friends of the Library, South County Library Club, Manzanita Friends of the Library, Library Foundation, the community, state library officials, media, consultants, and vendors.

Monitor and direct work performance of department staff both directly and through intermediate supervisors. Participate in selection, training, evaluation, promotion, discipline, and termination of staff.

KNOWLEDGE, SKILLS, AND ABILITIES

In addition to the knowledge, skills, and abilities identified for the Librarian classification, must possess the following:

Knowledge: Knowledge of public program administration including public relations, personnel management, and fiscal management.

Abilities: Able to manage the work of a department to achieve goals and objectives. Able to interpret policies, rules, and procedures in light of the particular circumstances at hand and modify and establish new policies and procedures as necessary.

QUALIFICATIONS

Master's Degree in Library Science plus five years of professional library experience including successful supervisory or managerial experience.

SUPERVISORY CONTROLS

Work is performed under the direction of the Board of Commissioners. The employee is expected to use judgment in interpreting, applying, and establishing policies and guidelines and recognizing issues that require higher-level review. The employee receives broad guidance on department goals and objectives and is expected to resolve organizational and technical problems independently. Work is reviewed periodically to ensure soundness of decisions and actions and achievement of organizational goals.

GUIDELINES

Guidelines are numerous and can require considerable interpretation and discretion in their application. The employee must make interpretations based on the particular circumstances at hand and the potential for significant public reaction.

PHYSICAL DEMANDS AND WORK ENVIRONMENT

Work is performed in an office environment and is considered sedentary.

OPPORTUNITIES & CHALLENGES

- Communicate the importance and value of library service in the digital age and increase public awareness of services the library provides
- Support the efforts of local residents to secure needed funding through periodic levy elections
- Review and propose revisions to current library policies and procedures to ensure that they are consistent with quality customer service and effective management of library operations
- Establish and nurture partnerships with local organizations, businesses, and community stakeholders to create a more engaged community and make a positive impact on the lives of local residents
- Encourage and support staff in their efforts to develop new and innovative programs to serve local residents
- Provide vision and leadership for the development and implementation of the Library's 2020-2025 Strategic Plan
- Mentor and coach staff to prepare them to assume leadership positions
- Deploy technology that improves the customers' experiences

THE IDEAL CANDIDATE

A COMMUNITY BUILDER

- Works collaboratively with the Library Board, Board of Commissioners, library staff, the Friends, the Library Foundation, local government officials and key stakeholders to chart and execute the library's mission
- Communicates with community residents, library customers, and library staff with openness and responsiveness
- Has a high level of political astuteness in working with both elected and appointed officials at all levels of government and other key community stakeholders
- Is committed to equity, diversity, and inclusion
- Acts with a high level of integrity and develops relationships based on dependability and honesty
- Works successfully with local leaders in nonprofits, education, local elected officials and businesses.
- Demonstrates cultural competence and has a history of responsiveness to community residents, library users, and library staff
- Is customer service-oriented
- Is active in professional and civic organizations





A COMMUNICATOR

- Provides timely, accurate, and relevant information on critical issues to the Board of Commissioners, Library Board, library staff, colleagues, and the public
- Develops and communicates a shared vision of library services
- Serves as an effective, visible library spokesperson in the community
- Communicates openly, clearly, logically, and concisely
- Is an attentive and respectful listener
- Advocates passionately and effectively for the library, the services it provides, and the constituencies it serves
- Interacts effectively with the media and is an eloquent and visible voice for the library in the community
- Has a sense of humor

A RESPECTED ADMINISTRATOR

- Demonstrates both outstanding management skills and adept collaboration skills with the Board of Commissioners and the Library Board
- Makes wise, fair, and timely decisions based on solid facts
- Demonstrates a track record of effective fiscal management and budgetary planning
- Participates effectively in the library's private fundraising efforts
- Engages effectively with all staff and empowers them with the authority and resources to carry out their responsibilities
- Cultivates an atmosphere of attention to excellence, collegiality, and professional development
- Understands and consistently uses effective measurement and evaluation methods to improve library operations and services for the public
- Thinks strategically and makes sound decisions under pressure
- Is a creative problem-solver

AN INNOVATIVE AND VISIONARY LEADER

- Creates and nurtures an environment in which excellence and innovation thrive
- Develops and communicates a compelling vision of a modern public library, with services and programs responsive to community needs and interests
- Has a knowledge of current trends and best practices in libraries
- Continuously works to improve the customer experience by identifying and developing excellent staff and implementing new services and technology
- Has a proven track record of managing change and fostering continuous improvement including alternative service delivery initiatives
- Exhibits intellectual curiosity and demonstrates a commitment to personal lifelong learning



Position Information	
Position Title	Library Director
Location	Medford
Reports To	Board of Directors
Department	Administration
FLSA Status	Exempt
Hours Per Week	40
Salary Range	Contract

Position Summary

Duties and Responsibilities

Knowledge, Skills and Abilities

Qualifications**Working Conditions****Supervisory Responsibilities**

This description covers the most significant essential and auxiliary duties performed by the position for illustration purposes, but does not include other occasional work, which may be similar, related to, or a logical assignment for the position. This job description does NOT constitute an employment agreement between the employer and employee, and is subject to change by the employer as the organizational needs and requirements of the job change.

Signatures

This document has been reviewed between the Supervisor and the Incumbent. I understand that this document is intended to describe the most significant essential and auxiliary duties performed by the job/position for illustration purposes, but does not include other occasional work, which may be similar, related to, or a logical assignment for the position. This job/position description does NOT constitute an employment agreement between the employer and employee, and is subject to change by the employer as the organizational needs and requirements of the job change.

Employee Name

Signature

Date

Supervisor Name

Signature

Date



Policy 1-4	Board Responsibilities	Approved: 3/12/2020
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I. Background

Serving as a member of the Jackson County Library District Board of Directors (the “Board”) entails a commitment to being actively involved in setting the direction of the District and, most importantly, serving the best interests of the community and District constituents. Collectively, the Board has the final authority and fiduciary responsibility for the Library and its services. The Board hires the Library Director, provides fiscal oversight, makes and approves District policies, sets the mission and direction of the District, establishes strategic goals and objectives, advocates for the District, and is directly accountable to the public. As a governing body, the Board must uphold the public’s trust in the District to ensure that the Library is well run, meets the needs of the members of the community, responds to a changing environment, and safeguards the right of every citizen in the community to receive equitable and unfettered access to excellent library services and collections.

II. Board Member Job Description

The core responsibilities of Board members are few in number but broad in scope. They are:

- Select and hire a qualified Library Director;
- Secure adequate funding for the Library’s service program;
- Exercise fiduciary responsibility for the use of public and private funds;
- Adopt policies and rules regarding Library governance and use;
- Regularly plan and evaluate the Library’s service program;
- Promote the Library in the local community and in society in general;
- Conduct the business of the Library in an open and ethical manner in compliance with all applicable laws and regulations.

Everything the Library District Board does either falls within one of these duties or is done in support of them. A Board member makes a personal commitment to contribute the time and energy to carry out these duties faithfully. Although the Board is legally responsible for all aspects of the District, it is unreasonable to expect a Board member or the whole Board to be expert on every activity or concern that affects the Library District. Sometimes the most important thing a Board can do is acknowledge that it does not have enough information or resources, and ask for help. It is also important to remember that the Board’s authority, while broad, is a collective authority. Board members must work cooperatively with other members of the Board; no individual Board member can speak or act for the full Board unless specifically empowered to do so.

III. **Board Responsibilities**

1. **Communications.**

a. Board responsibilities include the following:

- Develop regular channels of communication with Board members and the Library Director.
- Develop procedures for bringing staff opinions and recommendations to the Board, as well as Board opinions and decisions to the staff.
- Invite non-Board members, other local governments, and groups to Board or committee meetings or other types of Board sponsored assemblies to explore and develop approaches to common concerns.
- Recognize that certain information obtained at Board meetings may be non- public and confidential, making disclosure a breach of trust.
- Respect the opinion of other members and accept the principle of majority rule in Board decisions.

2. **Financial.**

a. Board responsibilities include the following:

- Arrange for deposit and disbursement of tax funds, grant monies, and donations.
- Establish a Budget Committee.
- Approve the annual budget, and assess, levy, and collect property taxes (including setting the tax rate within the limits approved by the electors).
- Monitor District finances and the budget, setting policy or taking action to ensure the fiscal integrity of the organization.

3. **Policies, Objectives, and Plans.**

a. Board responsibilities include the following:

- Abide by and become familiar with all laws and policies governing the operation of the District.
- Approve the annual strategic plan or plan of operations.
- Approve policies for the organization.
- Recognize that the Library Director should have full administrative authority for properly discharging the duties of managing the operation within the limits of the established Board policy. The Board's basic function is policy making – not administrative.

- Develop and approve long-range plan of growth and development for the District.
- Approve specific important projects.
- Approve any significant departure from established plans or policy.
- Receive and pass on committee or other planning body recommendations.
- Ensure that program objectives are assigned to the proper planning or implementing subgroups.
- Where applicable, bring other local governments or community groups into the planning and decision-making process.
- Approve contracts binding the District.
- Approve major changes in the District's organization or structure.
- Approve Board plans of action.
- Take action as necessary for operation of the District by passing District motions and resolutions.

4. Management.

a. Board responsibilities include the following:

- Select the District president and other officers.
- Hire the Library Director.
- Define the duties and responsibilities for the Board president, officers, Library Director, and major committee chairpersons.
- Select legal counsel and consultants for the Board.
- Approve contracts for professional services required by and for the Board.
- Authorize officers or Board agents to enter into contracts or to sign other written instruments and to take financial actions.
- Approve the plan, form, and amount of management compensation, that is, salaries, bonuses, vacation, travel, and so on.
- Evaluate the performance of the Library Director annually.
- Approve the form and amount of reimbursement for Board members.
- Approve programs for management development.
- Provide advice and consultation to management on matters within the purview of the Board's responsibilities.

5. Employee Relations.

a. Board responsibilities include the following:

- Approve any employee benefit plans.
- Insist that personnel complaints go through a proper chain of command. If not resolved, only then should the Board get involved.
- Not allow personnel problems, other than problems with the Library Director, to be brought into Board considerations.

6. Control.

a. Board responsibilities include the following:

- Identify types of information needed by the Board to analyze effectively the District's directions and achievements. Create a process for collecting and analyzing information.
- Realize that the citizens within the boundaries of the District are the true "owners" of the District.
- Review and assess the organization's performance against objectives, resources, plans, policies, and services rendered.
- Analyze major "shortfalls" in achievement.
- Identify obstacles, sense changing needs, and propose new directions or goals.
- Ensure that the District is in compliance with all federal, state, and local laws.

7. Board of Directors.

a. Board responsibilities include the following:

- Strive to attend all meetings and come prepared to participate in discussion of topics on the agenda.
- Motivate Board members to accept positions of leadership and responsibility.
- Define powers and responsibilities of committees of the Board.
- Appoint, change, or abolish committees of the Board.
- Not allow individual Board members to make commitments on any matter that should come before the Board as a whole. Recognize that an individual Board member has no legal status to act for the entire Board.

- Realize that if a quorum of the Board meets to make a decision or to deliberate, then the meeting is considered a public meeting and must comply with all of the requirements of the Oregon Public Meetings Laws.
- Know that discussions on matters of overall policy outside of regular Board meetings can violate the open meetings law.

8. Public Accountability.

a. Board responsibilities include the following:

- Submit annual financial reports to the Secretary of State Audits Division.
- Keep the public informed on all District matters.
- Make decisions based on the wishes and needs of the public.
- Spend the District's money with prudence and trust.
- Place the needs of the public above the ambitions of the Board or the District.



Policy 1-3	Powers and Duties of the Board	Approved: 7/12/2019
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I. Statutory Powers and Authorities

Unlike cities, special districts have only the powers that are expressly provided for or necessarily implied in the Oregon Revised Statutes (ORS). For the Jackson County Library District (“District”), these powers and authorities can be found generally in ORS Chapter 198 (Special Districts) and within the District’s principal act, ORS Chapter 357 (Libraries; State Archivist; Poet Laureate).

Within ORS Chapter 357, “Library Districts” are covered in ORS 357.216 to 357.286.

Excerpted below are two sections of that statute. The first section enumerates the Library District’s powers; the second section authorizes the Board, as the governing body, to exercise the powers of the District.

357.261 District powers. A library district has the power:

- (1) To have and use a common seal.
- (2) To sue and be sued in its name.
- (3) To make and accept any and all contracts, deeds, leases, releases and documents of any kind which, in the judgment of the board, are necessary or proper to the exercise of any power of the district, and to direct the payment of all lawful claims or demands.
- (4) To assess, levy and collect taxes to pay the cost of acquiring sites for and constructing, reconstructing, altering, operating and maintaining a library or any lawful claims against the district, and the operating expenses of the district.
- (5) To employ all necessary agents and assistants.
- (6) To call elections after the formation of the district.
- (7) To enlarge the boundaries of the district as provided by ORS 198.705 to 198.955.
- (8) Generally to do and perform any and all acts necessary and proper to the complete exercise and effect of any of its powers or the purposes for which it was formed.
- (9) Whenever authorized by the electors, to issue general obligation bonds of the district. However, the aggregate amount of general obligation bonds issued and outstanding at any one time shall not exceed two and one-half percent of the real market value of all taxable property of the district, computed in accordance with ORS 308.207.
- (10) To exercise those powers granted to local government units for public libraries under ORS 357.410.

357.256 Board as district governing body; selection of president. (1) The district board shall be the governing body of the district and shall exercise all powers thereof. (2) At its first meeting or as soon thereafter as may be practicable, the board shall choose one of its members as president.

Board members should be aware that other Oregon statutes also apply to the District. Those applicable statutes include, but are not limited to, the following:

ORS Chapter 174.116 (“Local government” and “local service district” defined)
ORS Chapter 192 (Public meetings and records law; OAR 166 retention schedule)
ORS Chapter 279 (Public contracting)
ORS Chapter 287A (Local government borrowing)
ORS Chapter 293 (Administration of public funds)
ORS Chapter 294 (Municipal financial administration; Oregon local budget law)
ORS Chapter 297 (Audits of public funds and financial records)
ORS Chapter 308 (Assessment of property for taxation)
ORS Chapter 357.410 (Authority of local government units for public libraries)
ORS Chapter 478.355 to 478.370 (Employee retirement system)

Library Districts are subject to local and federal laws, as well. Questions pertaining to the statutory powers and authorities that impact the District should be directed to the Board President, who will then communicate the question, request or concern to legal counsel.

II. Fiduciary Duties of Governing Boards

Governing Boards have both legal and fiduciary responsibilities and this is true for the Jackson County Library District’s Board of Directors. The Board’s primary fiduciary duties are the duty of care and the duty of loyalty. The duty of care requires that individual Board members inform themselves, prior to making a decision, of all material information reasonably available to them. Requirements for acting with due care include, but are not limited to, the following:

- Adopting policies and procedures that provide for effective oversight of management
- Attending Board and Committee meetings to obtain the information necessary to make informed decisions
- Acting in an independent manner and exercising independent judgment in matters affecting the District
- Ensuring that the District acts in accordance with its mission
- Ensuring that the District’s budget is well spent and fully in accordance with its mission
- Ensuring that the District operates within the law

The duty of loyalty requires that individual Board members always act in the best interest of the District and never in their own best interest.

III. Formulation and Interpretation of District Policy

It is the responsibility and right of Board members to participate in Board meetings and vote on District matters as part of the Board. The most important activity of the Board in performing this responsibility is the formulation and interpretation of District policies because policies are the tools that the Board uses to fulfill its legal and fiduciary responsibilities. To this end, the Board shall establish policy, reserving to itself all authority and responsibility not directly assigned to other District officers and personnel.

IV. Management and Communication between Board and Staff

Adopting policies that provide for effective oversight of management is a primary responsibility of the Board. Management of the daily operations and management of the staff is the responsibility of the Library Director. Unless otherwise authorized by a quorum of the Board, no individual Board member may direct or order a staff member on any matter that relates to the daily operations or administrative activities of the District. Moreover, unless otherwise authorized by the Board, no individual Board member may order, direct, or conduct any review of personnel records of any staff member or any other record that is exempt under Public Records Law. Any communications relative to District business must be directed to the Board President, who will then communicate the question, request or concern to the Library Director.

V. Board Members Authorized by Official Board Action Only

Board members have no individual powers separate from the powers of the Board and have no authority to act individually without delegation of authority from a quorum of the Board. Likewise, no individual Board member may speak for or on behalf of the Board or District, except as authorized to do so by official Board action as recorded in the official minutes, guidelines, or policies of the District. If a Board member acts without authority from the Board, the individual can be exposed to personal and District liability.

VI. Ethical Standards; Conflict of Interest

Board members act as representatives of the citizens of the District. Board members shall adhere to the highest ethical standards in the conduct of District business. The duty of loyalty that extends from the Board's fiduciary responsibilities requires that individual Board members always act in the best interest of the District and never in their own best interest. Because of the importance of this obligation, Board members shall be required to sign conflict of interest and ethics statements contained in the District's *Conflict of Interest* and *Ethics* policies.

VII. Board Member Education

In order to effectively carry out their duties, Board members must be adequately informed. Members are encouraged to attend such conferences and other training programs as the Board may authorize.



Jackson County Demographics

July 2020

Jackson County Population

2019: 220,944
2010: 203,206
8.7% increase

Ethnicity

White: 80.9%
Hispanic or Latinx: 13.5%
2+ races: 3.6%
Black or African American: 1.0%
American Indian or Alaska Native: 1.6%
Native Hawaiian or Pacific Islander: 0.4%

Veterans: 18,582 (~8.4%).

Spanish is the language spoken in the home for 15,975 residents, approximately 7.9% of the population. 9.9% of the population speak a language other than English at home. 89.6% of the population have a high school degree or higher. 27.4% of the population have a Bachelor's degree or higher.

Technology in the Home

	Jackson County	National Average
Own a Computer	90.8%	88.8%
Have Internet Access at Home	83%	80.4%

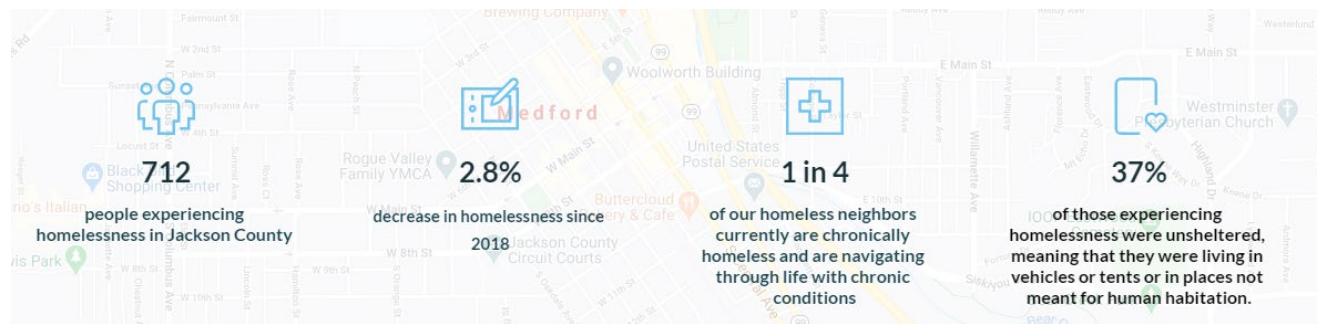
According to the Census Bureau, as of 2019 it is estimated that approximately 9.2% of Jackson County do not own a computer, or 20,327 people, and approximately 17% of the county do not subscribe to broadband internet, or 37,560 people.

Income

The median household income of \$50,851 is lower than the national average than the national average at \$60,293. Jackson County has a higher level of poverty at 14.8%, compared to the national level at 11.8%.

Homelessness Pre-Pandemic

Jackson County Continuum of Care released a [2019 Point-In-Time](#) count to identify homelessness in Jackson County. It counted 712 people experiencing homelessness in Jackson County; 1 in 4 were chronically homeless and have “chronic conditions;” 37% of those experiencing homelessness were unsheltered. Compared to 2018, 2019 showed a reduction in homelessness of 2.8%. This was prior to the COVID-19 pandemic. A Point-In-Time count for 2020 has not been posted.



Unemployment

In January 2020, Jackson County had a 4.5% non-seasonally adjusted unemployment rate. When the COVID-19 pandemic hit, this rate increased to 16% in April 2020 and to 14.4% in May 2020. This rate decreased slightly to 11.5% in June 2020.

The [US Bureau of Labor Statistics](#) reflects similar data with a significant jump in unemployment from March to April 2020:

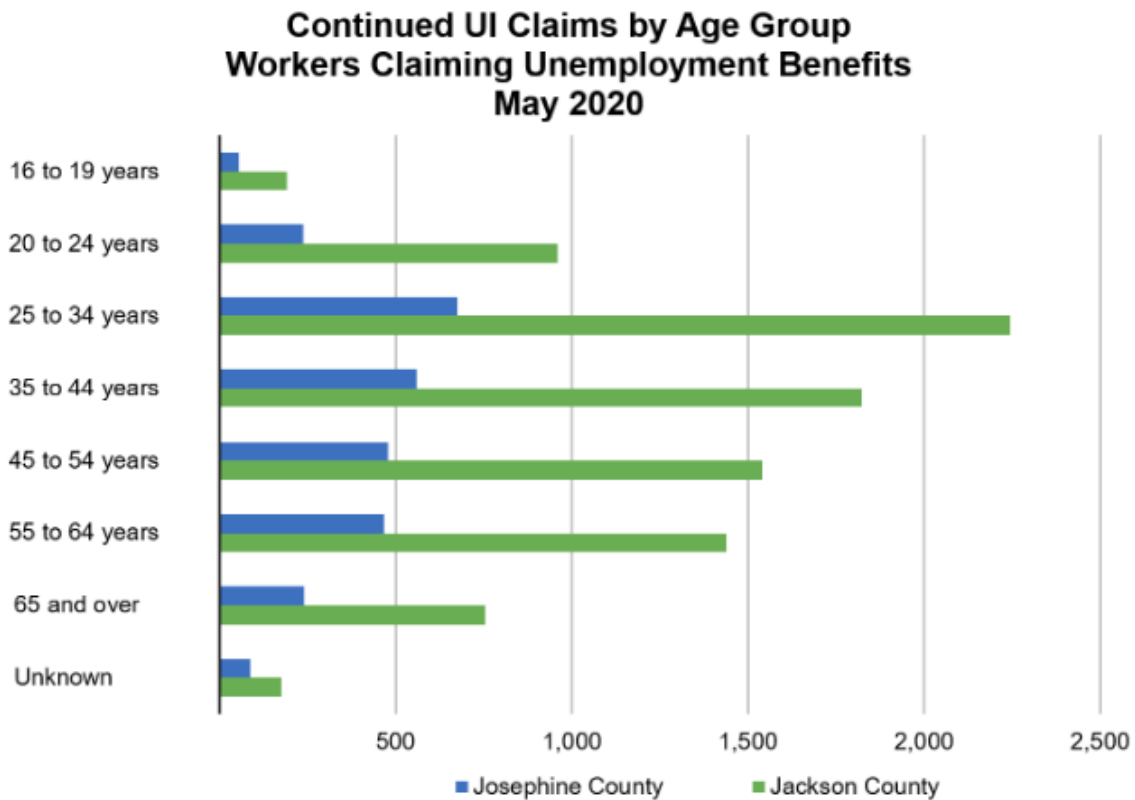
Data Series	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020
Labor Force Data						
Civilian Labor Force⁽¹⁾	2,104.2	2,105.5	2,110.9	2,110.7	2,124.1	(P)2,145.4
Employment⁽¹⁾	2,034.3	2,036.5	2,038.0	1,796.7	1,820.6	(P)1,906.1
Unemployment⁽¹⁾	69.8	69.0	72.9	314.0	303.5	(P)239.3
Unemployment Rate⁽²⁾	3.3	3.3	3.5	14.9	14.3	(P)11.2

The May 2020 non-seasonally adjusted increase unemployment rate to 14.4% was up 9.8 percentage points from May 2019. Unemployment hit the accommodation and food service industries most since many businesses had to shutter their doors until Oregon’s reopening phases began. Health care and social assistance industries also saw an increase in unemployment since many health-related businesses like dentist offices, medical labs, and surgery centers closed for business until Oregon’s reopening phases began.

Of Jackson and Josephine County workers receiving unemployment benefits in May 2020, the ones most likely to be unemployed were workers with a high school education or less, because the businesses that

had closed (leisure and hospitality, construction, retail, and manufacturing) had a higher concentration of workers with a high school diploma or less.

When looking at ages workers receiving unemployment insurance in May 2020, workers who were ages 25 to 34 had the most unemployment because a large share of them had jobs in the accommodation, food service, health care and social assistance industries that closed their businesses until the Oregon’s reopening phases began, and they were more susceptible to layoffs than higher-level managers or supervisors.



Source: Oregon Employment Department

According to a June 2020 report from Drexel University’s Center for Labor Markets and Policy on teen jobs, the seasonally adjusted teen employment rate was expected to be about 31%, the highest level since before the Great Recession. COVID-19 restrictions have negatively affected teens working, with the teen summer employment rate expected to be at a historic low of 23%.

Accommodation and Food Services continue to see the largest portion of continued claims – followed in order by Retail and Trade, Health Care and Social Assistance, Manufacturing, Administrative Waste Services, Construction, Arts Entertainment and Recreation.

According to an article by [Neeta Kantamneni](#) on the US National Library of Medicine National Institutes of Health website on the impact of COVID-19 on marginalized populations, the pandemic has reflected what similar disasters have shown, that marginalized and people living below the poverty line are the most likely to be affected by the pandemic. “While there is a high percentage of the U.S. workforce that has the opportunity to work safely from home, that privilege is not accessible to all workers, many of

whom are already vulnerable to economic and structural inequalities in the United States and who have historically experienced marginalization and discrimination in the workforce.”

Social Services

Food Pantries

Between 2018-2019, 52,497 people were served by ACCESS in Jackson County, distributing 4,938,166 pounds of food; 33% who were fed, warmed and sheltered were children. At the time of this report, Access had not responded to how they have been impacted by the pandemic. In response to the coronavirus in March 2020, ACCESS hosted a fundraiser focusing on child nutrition and hoped to raise \$100,000 to buy 40,000 meals for those in need and were unable to stock up on supplies as others had been doing at the time. Envelopes were distributed in the Mail Tribune. A [Mail Tribune](#) article from July 13, 2020, stated that Access had recently “created a Spanish language Facebook page to provide information and better communication to a wider audience in Jackson County. During the COVID-19 pandemic, the Latino community has been disproportionately impacted and has reduced access to care and resources, ACCESS said.”

The Ashland Emergency Food Bank has remained open “9:30 a.m.-12:30 p.m. every weekday and the third Saturday of the month, and 5 p.m.-7 p.m. on the 4th Wednesday of the month. Due to COVID-19, and to allow for social distancing, [AEFB] are currently offering slightly customized food boxes, based on daily food inventory.” Donations are also being accepted.

In May 2020, Oregon received approval to implement Pandemic-EBT (P-EBT) benefits to students who receive free meals from the National School Lunch Program. Families of 130,975 students received a total of \$50,294,400 from June 1 – June 9. This initial allotment was to students who currently receive Supplemental Nutrition Assistance Program (SNAP) benefits and have been determined eligible by the Oregon Department of Education (ODE). The next release of funds will begin in mid-June and continue through July. This release will reach eligible students who do not receive SNAP benefits and any students who were not identified on the first release who are in a SNAP household.

Providing support for individuals and families during the pandemic has resulted in new services and adjustments for ongoing services. “Pandemic EBT provides families financial support to cover the cost of groceries while your children are home during school closures. This benefit is provided to ALL families whose children receive free and reduced-price school meals in Oregon.” Summer meals are available in a take and go format, and food pantries are open at a number of sites. The [Partners for a Hunger Free Oregon](#) provides links to where people can go by zip code.

SNAP

Since the COVID-19 pandemic increased the amount of people losing jobs or having their work hours reduced, it led to an increase of people eligible for the Supplemental Nutrition Assistance Program (SNAP) benefits. Typically, SNAP benefits are only available for three months for people who are not working but are considered able to work. Beginning on April 1, 2020, due to changes included in the Families First Coronavirus Response Act, the three-month time limit was suspended so people could continue to receive SNAP benefits until a month after the Secretary of Health and Human Services declares that the COVID-19 state of emergency is lifted. Starting in March 2020, people with SNAP benefits could order their groceries online from Amazon and Walmart.

The Oregon SNAP program provided an additional \$30 million in the months of April and May 2020 to all eligible SNAP households. This increase was to offset the unprecedented economic stability and food insecurity caused by the COVID-19 pandemic. In May 2020, the Medford and Ashland Self Sufficiency Offices had open SNAP cases serving 17,734 households and 27,329 people, a 21% increase compared to May 2019.

**STATEWIDE
SSP, APD, AND AAA COMBINED
SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM ACTIVITY - MAY 2020****

	TOTAL		COMPARE TO PRIOR MONTH		HH PRIOR 3 MONTHS			COMPARISON TO PRIOR YEAR		TOTAL BENEFITS
	HOUSEHOLDS	PERSONS	HH CHANGE	% OF PRIOR	Apr-20	Mar-20	Feb-20	May-19 HOUSEHOLDS	% CHANGE	
MEDFORD	15,057	23,087	430	102.9%	14,627	13,581	13,219	12,169	23.7%	\$ 4,143,990.00
ASHLAND	2,677	4,242	117	104.6%	2,560	2,236	2,091	1,899	41.0%	\$ 759,295.00
FS PROCESSING CTR	6,916	13,758	46	100.7%	6,870	6,529	6,550	7,866	-12.1%	\$ 2,370,729.00
* ROGUE FAMILY CTR	2,475	5,244	80	103.3%	2,395	2,167	2,084	1,953	26.7%	\$ 896,821.00
GRANTS PASS	11,721	18,668	247	102.2%	11,474	10,760	10,616	11,154	5.1%	\$ 3,328,978.00
CAVE JUNCTION	2,052	3,417	64	103.2%	1,988	1,844	1,823	1,742	17.8%	\$ 605,683.00
DISTRICT 8	40,898	68,416	984	102.5%	39,914	37,117	36,383	36,783	11.2%	\$ 12,105,496.00

In June 2020, the Medford and Ashland Self Sufficiency Offices had open SNAP cases serving 18,127 households and 28,018 people, a 25% increase compared to June 2019.

**STATEWIDE
SSP, APD, AND AAA COMBINED
SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM ACTIVITY - JUNE 2020****

	TOTAL		COMPARE TO PRIOR MONTH		HH PRIOR 3 MONTHS			COMPARISON TO PRIOR YEAR		TOTAL BENEFITS
	HOUSEHOLDS	PERSONS	HH CHANGE	% OF PRIOR	Apr-20	Mar-20	Feb-20	May-19 HOUSEHOLDS	% CHANGE	
MEDFORD	15,340	23,574	283	101.9%	15,057	14,627	13,581	11,630	31.9%	\$ 5,569,355.00
ASHLAND	2,787	4,444	110	104.1%	2,677	2,560	2,236	1,920	45.2%	\$ 1,089,502.00
FS PROCESSING CTR	6,936	13,808	19	100.3%	6,917	6,871	6,530	9,292	-25.4%	\$ 3,723,461.00
* ROGUE FAMILY CTR	2,561	5,429	86	103.5%	2,475	2,395	2,167	1,934	32.4%	\$ 1,445,981.00
GRANTS PASS	11,965	19,118	244	102.1%	11,721	11,474	10,760	10,190	17.4%	\$ 4,580,385.00
CAVE JUNCTION	2,096	3,489	44	102.1%	2,052	1,988	1,844	1,761	19.0%	\$ 835,364.00
DISTRICT 8	41,685	69,862	786	101.9%	40,899	39,915	37,118	36,727	13.5%	\$ 17,244,048.00

The Oregon Department of Human Services (DHS) has received approval by the Food and Nutrition Service to provide an additional \$30 million to eligible Supplemental Nutrition Assistance Program (SNAP) recipients in July 2020. With the additional funds, all eligible Oregon SNAP households will receive the maximum benefit amount in July.

For more than 351,000 students receiving free meals from Oregon schools, they will get additional \$134 million food benefits from the Oregon Department of Human Services (DHS) and the Oregon Department of Education (ODE) for groceries during the school closure in June 2020.

Marginalized Populations

The Maslow Project is currently operating on a Services To-Go basis. Donations are limited to appointment only, and all clothing donations are being referred to Goodwill and St. Vincent De Paul due to lack of processing ability.

On July 27, 2020, the City of Medford, in partnership with Rogue Retreat, opened an emergency campground on the northern end of Medford, along the Bear Creek Greenway, to assist members of the Bear Creek Greenway community with no place to shelter. Residents are directed to call the Medford Livability Team if they want a camp space. The campground provides sanitation services, and meals, along with support services. The centralization of these services will replace the daily meal deliveries, toilets and handwashing stations that were along the Greenway. The Temporary Urban Campground would operate until Sept. 30, after which the city could make a decision to allow it to continue to operate.

The Jane Addams College of Social Work article [COVID-19: The Disproportionate Impact on Marginalized Populations](#) talks about how marginalized populations have less access to resources and are more vulnerable not only to COVID-19, but any health crisis. For example, Chicago's Black community made up only 30.1% of the city population, but made up 52.2% of COVID-19 infections.

A Medford Mail Tribune July 16 article reported that St. Vincent de Paul of Medford had to temporarily close operations due to a volunteer testing positive for COVID-19. St. Vincent's also reported that fewer volunteers are available to provide their range of social services to people in need due to fear of contracting COVID-19. Services include a homeless shelter, meals, showers and laundry, and thrift store.

Mental Health

Therapists who are doing counseling sessions over the phone or via video chat during the COVID-19 crisis say many of their clients are embracing the change. "Our show-up rate is actually higher than when it was in-person. People don't have to struggle with child care or transportation. We're 'seeing' more clients than before. I hope it's something we can continue. For certain populations, it's a better way to reach them," said Jackie Lien, executive director and clinical director of Phoenix Counseling Center in Phoenix. When the pandemic hit, the federal government loosened up restrictions, making it easier for mental health providers to use telehealth. "We've pretty much changed the way we do everything," Lien said. Counselors are working from home and doing individual counseling sessions by phone or through video conferencing services such as Zoom. Group sessions are also being held via Zoom, Lien said.

Jackson County Mental Health still has some therapists out in the field. But most therapists are working remotely from home and contacting clients by phone or video conference, said Rick Rawlins, manager of crisis and outpatient services for Jackson County Mental Health. "It's interesting to see the response from families and clients. They love it," he said. "They enjoy the convenience. They don't have to come in to the office. Our 'kept rate' — the number of appointments that are kept — is increasing."

Senior Mental Health

Loneliness was a serious mental health problem for seniors long before COVID-19. According to a 2020 report from the National Academies of Sciences, Engineering and Medicine, nearly a quarter of adults 65 and older are socially isolated. Since the pandemic started, however, the problem has worsened for seniors. The Oregon Department of Human Services announced increased restrictions on visits to long-term care facilities and residential group homes March 17. "We know that these restrictions are a hardship for residents of care facilities as well as their family and friends, but they are essential to mitigate the spread of disease," DHS Director Fariborz Pakseresht said in a March 17 statement.

Medford retirement homes have been adapting to the new rules since they took effect. According to a statement from Radiant Senior Living, which operates the Barnett Woods retirement home in east Medford, residents can connect with family members through Skype using touch-screen tablets designed for seniors. Jeremiah Gray, director of operations for Bonaventure, a senior living center in east Medford, said the facility has provided iPads so residents can talk with loved ones online. Gray acknowledged, however, that some residents feel like their rights have been taken away. "We're caught between a rock and a hard place," he said, adding that while Bonaventure has tried to advocate for its residents' needs, the facility needs to follow state guidelines to keep people safe.

On July 20, DHS announced facilities could begin providing limited, outdoor visits for residents if they followed required COVID-19 safeguards. Mike McCormick, interim director of the DHS Office of Aging and People with Disabilities, said in a statement he hoped the new policy would provide some relief to residents.

Bill Fitzpatrick, senior services coordinator for Lines for Life, a regional nonprofit that provides mental health services, said the pandemic has exacerbated the loneliness felt by seniors. "It's almost at an epidemic-like state," Fitzpatrick said. Last year, Lines for Life and Clackamas County Behavioral Health launched the Senior Loneliness Hotline, a 24-hour crisis line for adults 55 and older. More than 40 call workers manage the line and provide emotional support. They can also connect callers to other resources.

The Oregon Health Authority partnered with Lines for Life in April to expand the loneliness hotline's reach statewide. In June, the hotline received more than 1,200 calls, according to Fitzpatrick, a record. He anticipates the call volume for July will break it. Many of the calls have been from retirement home residents, said Fitzpatrick. "The frustration is palpable." Senior Loneliness Hotline: 503-200-1633.

Education

Oregon K-12 schools closed March 16th, 2020, and did not reopen for in person instruction for the remainder of the school year. Many secondary schools offered online options to finish out the school year, while some others, as well as most primary schools, ended instruction early. Planning for fall 2020, most school districts are taking varied approaches. Medford School District and Eagle Point School District will both offer an optional fully online program to middle and high school students. They will both also offer a hybrid option, with partial in person classes, if permitted under current state guidelines. Ashland School District will also plan for a hybrid option for older students. Most school districts are currently planning for in person instruction five days a week for primary school students. These plans will be updated continually as September gets closer. There is an expected rise in homeschooled students nationwide.

The Medford School District is developing [Medford Online](#) for students K-12 seeking a flexible online learning resource with the "support of highly qualified teachers invested in the success of every student." This system requires all students to have access to a computer, mouse, headset, and internet access. The program blends live instruction with some in-person, on-site elective options.

Oregon universities and colleges closed March 21st, 2020. Rogue Community College furloughed some staff, and transitioned to online finals to finish the semester. RCC will host summer and fall courses online. Southern Oregon University also transitioned online and furloughed staff, reducing pay between

20% and 40%, although their campus dorms and dining halls remained open for students through the spring semester. Summer classes are offered online only. At this time, SOU plans to host modified in person classes for the fall semester, beginning in late September.

SOU enrollment summaries are not yet available for Spring or Summer, so it is unclear whether students will be coming back to school in the fall in the same numbers they were enrolled before the pandemic. RCC's enrollment numbers for the 2020-2021 school year are also unavailable at this point.

Governor Kate Brown Released School Health and Safety Metrics on July 28, 2020, which provides safety guidelines for Oregon schools to open for the 2020-2021 school year:

Oregon school districts are currently developing plans for the coming school year using ODE's Ready Schools, Safe Learners guidance. The following metrics were developed by doctors and health experts at the Oregon Health Authority, working with education experts at the Oregon Department of Education and the Early Learning Division.

In-Person Instruction or Hybrid Instruction Model: All Grade Levels and School Districts

In order to resume in-person instruction in any form, including hybrid instruction models when students are only sometimes in the classroom, the following conditions must be met:

County Metrics (Must be Met Three Weeks in a Row)

- 10 or fewer cases per 100,000 people over 7 days
- Test positivity of 5% or less over 7 days

Statewide Metrics (Must be Met Three Weeks in a Row)

- Test positivity of 5% or less over 7 days

In-Person Instruction or Hybrid Instruction Model: K-3 Students and Remote and Rural School Districts

Under some conditions, in-person instruction can resume only for K-3 students and remote and rural school districts with fewer than 100 students. Younger students get the virus at lower rates, get less sick, and spread the virus less than older students and adults. Younger students also need more in-person instruction to build the literacy and math skills critical for lifelong learning. Schools in remote and rural communities are less likely to contribute to the community spread of COVID-19 cases that cannot be traced and contained.

The following conditions must be met for in-person instruction for K-3 students or for remote and rural students:

- Fewer than 30 cases per 100,000 over 7 days
- Test positivity of 5% or less over 7 days
- COVID-19 is not actively spreading in the school community
- School districts are in compliance with sections 1-3 of Ready Schools, Safe Learners Guidance

Transition Planning for Comprehensive Distance Learning

For school districts where in-person instruction is occurring during the school year, planning for a switch to comprehensive distance learning should take place, including training for staff and notification of the community, if one or both conditions are met:

- 20 cases or greater per 100,000 over 7 days

- Test positivity of 7.5% or greater over 7 days

Comprehensive Distance Learning

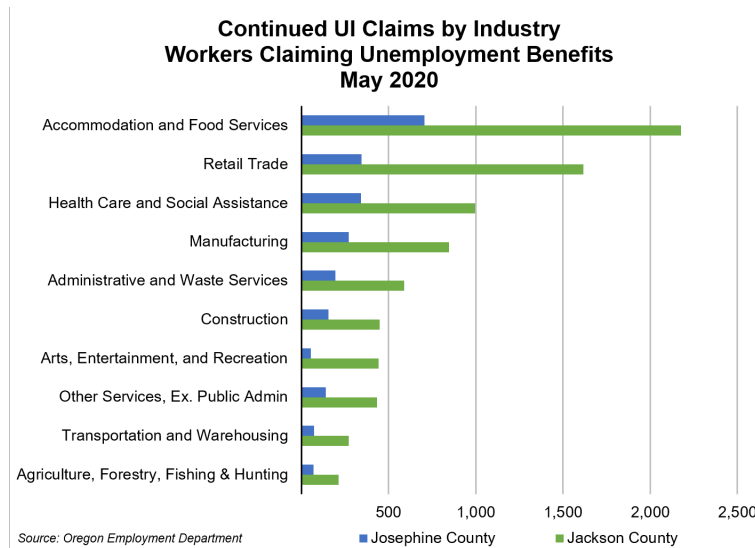
All school districts must implement comprehensive distance learning if the following conditions are met:

- 30 or more cases per 100,000 over 7 days
- Test positivity of 10% or greater over 7 days

Based on these metrics, with the increasing spread of COVID-19 in both rural and urban Oregon this summer, many, if not most, Oregon students live in school districts that will begin school in the fall by focusing on online distance learning or will have a hybrid model that combines remote online education and in-person classroom time. Districts across the state have been developing plans to provide high quality education to all students, including students of color, low-income students, students experiencing disabilities, and rural students—all students who were disproportionately impacted by the institution of comprehensive distance education last spring.

Most recently, the Medford School District sent out a message to families that grades 4 through 12 would be on a virtual learning program only, as opposed the planned hybrid model. Kindergarten through 3rd grade will be working to offer in-person options when possible to stay within safety guidelines.

Industry



According to data collected by the Oregon State Employment Department, the industries with the most unemployment claims in Jackson County came from the accommodation & food service, retail trade, and health care & social assistance industries. Also notable among the Southern Oregon industries and major employers affected by the pandemic are the tourism industry, the Oregon Shakespeare Festival, Britt Festival, Lithia Motors, and Harry & David, as well as wineries, eateries, and the

marijuana industry.

The tourism industry, of which other industries like retail, food and accommodation, transportation and arts & entertainment are a part, and upon which those industries heavily rely, came practically to a

standstill due to the pandemic. According to a report by the [Oregon Tourism Commission](#), the Jackson County tourism industry generated \$170.7 million in 2019, from a combination of food and accommodation, retail, arts and entertainment, and travel. While the 2020 numbers will not be published until 2021, it can be assumed that revenue numbers will be significantly lower. In February of this year, the Medford airport reported a flow of 69,252 passengers. In March that number was 41,225, and in April just 6,444 passengers flowed through the Medford airport, according to the [Jackson County Airport Authority](#).

Industry Earnings Generated by Travel Spending (\$Million)								
	2003	2006	2008	2010	2014	2017	2018	2019
Accom. & Food Serv.	56.0	62.1	66.5	67.4	83.7	106.8	113.9	119.2
Arts, Ent. & Rec.	12.5	12.9	14.8	13.9	15.4	17.8	18.6	19.8
Ground Tran.	1.8	1.9	2.2	2.1	2.4	3.2	3.5	3.8
Other Travel*	5.9	8.4	8.7	8.1	10.2	11.0	11.7	12.2
Retail**	10.0	10.5	11.0	10.9	12.6	14.7	15.3	15.8
Total	86.2	95.7	103.1	102.5	124.1	153.5	163.1	170.7

The [Oregon Shakespeare Festival](#) canceled all 2020 shows and events in the spring and replaced its lineup with “O!: An immersive digital space for all ages,” which allows people to access digital content such as behind-the-scenes footage, documentaries, discussions, and other material. The organization also launched a \$5 million critical relief fund; as of this writing approximately \$2.5 M has been raised. In a similar fashion, the Britt Festival postponed its 2020 lineup to 2021 and released [BrittVids](#), “an online series that showcases musicians, artists, and storytellers sharing their craft with you in fun and engaging videos for all. BrittVids include members of the Britt Festival Orchestra, friends of Britt’s Education programs, and popular local musicians,” according to the Britt Festival site. While Britt is working hard to innovate and adapt for COVID-19, 80% of staff were furloughed as of July 1st. The pandemic has also prevented the \$10 million the festival contributes annually to the local economy from coming to fruition. Business Partners and advertisers were refunded for this season, and many artists scheduled for 2020 have signed up for the 2021 season.

On June 13, 2020, Harry and David experienced an outbreak of cases among employees, reaching a total of 9 cases linked to the Medford campus. When the retail company closed the doors of its brick-and-mortar stores, it decided that those stores will be permanently closed, focusing instead on e-commerce (with the exception of the County Village store in Medford). Employees were offered other jobs with the company when possible; otherwise they were laid off with compensation, [according to an article](#) by Katie Streit. As of this writing Harry and David has not released its sales numbers. However, the parent company, 1-800-FLOWERS, reported a 12% increase in its 3rd quarter earnings this spring.

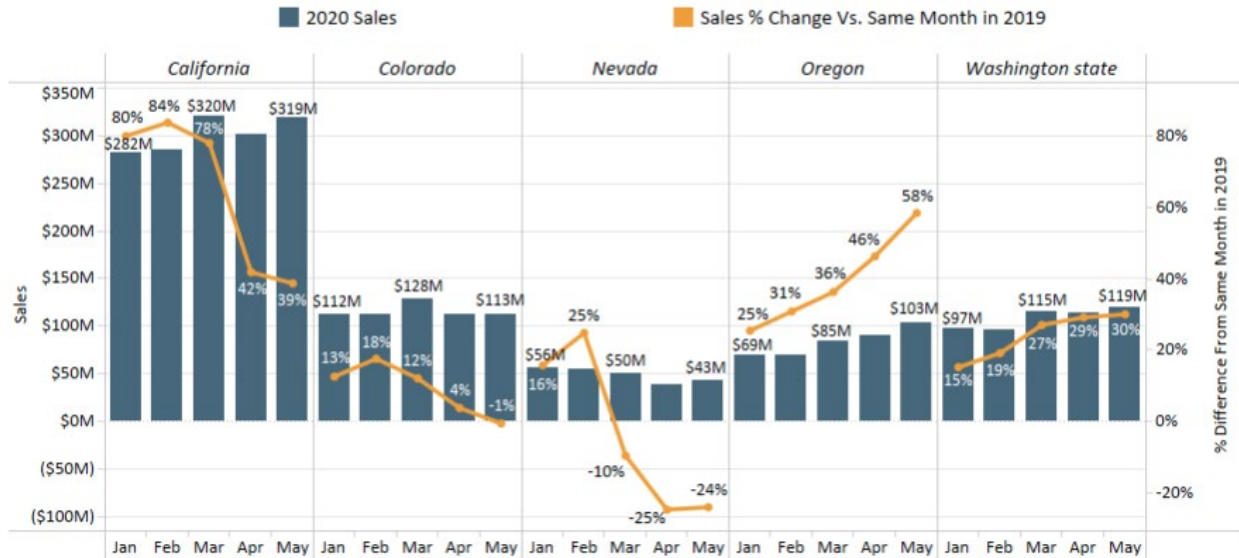
On March 26, 2020 10% of Lithia Motors’ corporate employees were furloughed, and it was left up to the managers of individual dealerships whether to furlough their staff. CEO Bryan Deboer told a local news station that Lithia’s current situation is better than it was during the 2008 recession.

Statewide, the Oregon marijuana industry, which is a significant industry in Southern Oregon, has enjoyed a steep economic increase in the midst of the pandemic. According to Guy Tauer, an economist with the State of Oregon Employment Department, “Recreational marijuana sales hit a new record high of \$89 million in April 2020 amid the single full month of stay-at-home orders related to COVID-19, a 45

percent increase over April 2019. In March, the second-highest month ever recorded, cannabis sales hit \$84.5 million.” The article goes on to state that the jump is due to the combination of increased prices, consumer hoarding, and overall increased consumer demand.

Jackson County has compiled a list of resources to help businesses recover from the economic hardship caused by COVID-19. The list is available on the county website. These resources include the SOS (Southern Oregon Strong) campaign to help encourage sales, and the Rogue Workforce Partnership, which focuses on fostering economic growth in the Rogue Valley.

Adult-Use Cannabis Sales by Month & Market in 2020: Percent Change vs. Same Month in 2019

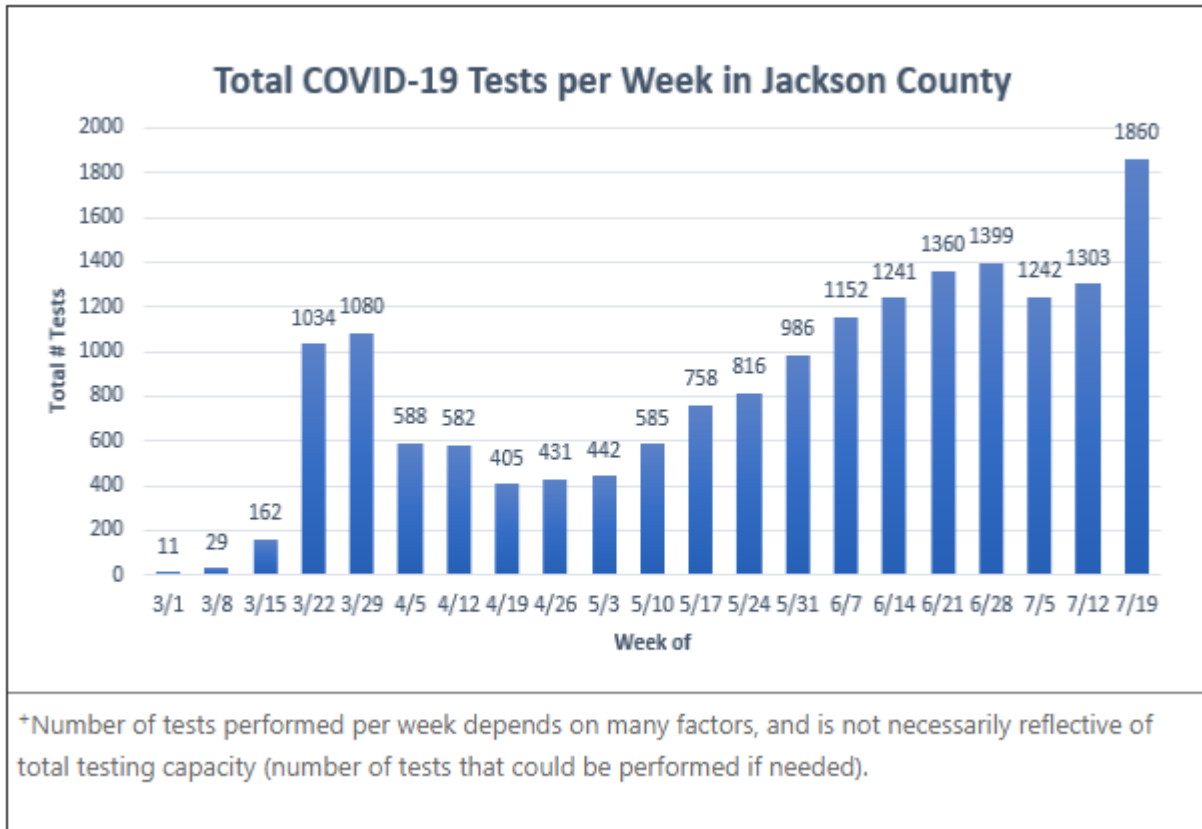


Note: Oregon figures are approximate values based on data from the state's seed-to-sale tracking system.
 Source: Headset, Colorado Department of Revenue, Oregon Liquor Control Commission
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Medford businesses have been working toward the creating of an Economic or Business Improvement District which would serve as a form of self-support among business communities that is not currently available through government; however, it has not formed/been approved as of yet.

Health Metrics

Asante Rogue Regional Medical Center and Providence Health and Services are providing COVID-19 tests with a doctor’s order. La Clinica temporarily opened a respiratory triage center and is doing limited testing and treatment for mild symptoms. Doctor’s orders for testing may come from a primary provider or by making a phone or video appointment. Providence, Asante, and La Clinica all offer video and phone appointments. Once tested, wait time for Providence averages between 24 and 48 hours, and Asante averages between 5 and 10 days. La Clinica did not have wait estimates available.



For those that are hoping to go to the doctor for non-COVID-19 related care, most doctor’s and dentist’s offices were temporarily closed to in-person appointments. Doctors were offering phone and video appointments in their place, which included the ability to get prescriptions sent to a local pharmacy, and dentists were only offering emergency services. Since Jackson County moved to Phase Two of the Reopening Oregon plan, most doctors and dentists have reopened their offices in some capacity. La Clinica has reopened in-person appointments at most locations, with limited hours, and has reopened 75% of its dental services. Providence and Asante have reopened in-person appointments, but also continues to offer a virtual option that patrons can use instead. Most dentist’s offices have reopened but are still limiting appointments and non-emergency care. All doctors and dentists are limiting visitors and some nonessential procedures and services.

Nationwide as well as in Jackson County, drug and alcohol use has risen. Jackson County has seen a decrease in drug related crimes, correlating with an overall lower crime rate, but has seen a rise in alcohol and cannabis sales during COVID-19. According to the Oregon Liquor Control Commission, Jackson County cannabis sales saw a sharp increase in May 2020 at over \$5,000,000, compared to May 2019’s \$3,200,000. The OLCC did not collect county specific data on alcohol sales, but Oregon statewide say a 45% increase in store-bought alcohol, and an 11% increase in alcohol sales overall including stores, restaurants, and bars.

Data on overdose numbers in Jackson County has not yet been made available, but nationwide trends have shown an overall rise in overdoses as well as drug and alcohol use. The American Medical Association has stated that at least 35 states have reported increases in opioid-related mortality, and

Overdose Detection Mapping Application Program data showed a nationwide increase in overdoses, both fatal and not, by 18% in March, 29% in April, and 42% in May 2020 compared to the same months in 2019. In early May Oregon had not yet seen an increase in overdoses, but expects to see them in the coming months.

Like overdoses, suicide statistics during COVID-19 are not yet available for Jackson County, but the rate was already one of the highest in the country. In 2018, Jackson County had a suicide rate of 33 people per 100,000, well over double the national average of 14 per 100,000. Older statistics show this is a high but steady number, as Jackson County was double the national average in 2011 (and most years since) as well. While no COVID-19 related stats have been released for Jackson County yet, nationwide suicide rates have risen significantly. Oklahoma for example has seen a sharp increase in teenagers cut off from friends and their usual schedule attempting suicide, while El Dorado County in California has seen their suicide related 911 calls double, with elderly white men the most at risk. Recent studies have predicted an increase of as much as 20%-30% in suicide attempts nationwide due to the COVID-19 pandemic, as a result of deteriorated mental health, an uptick in guns, drugs, and alcohol sales, and decreased access to community and mental health services.

Jackson County Sherriff's department reported in late March a slight decrease in the overall crime rate. Even so, the Sherriff's office stated they are "responding to just about everything we do every other time." As of late March, the Sherriff's office predicted an uptick in domestic violence calls during the shutdown, but had not yet seen the increase.

City of Medford crime statistics suggest a significant decrease in criminal charges in the months of March and April. Charges filed per month in late 2019 and early 2020 average around 1200-1450 cases, with March of 2020 dropping to 789 and April of 2020 only having 623 total charges. May of 2020, the most recent month's data that has been released and the month Jackson County entered Stage 1 of the Reopening Oregon Plan, rose to 926 charges.

The Medford City Council dedicated \$1.2 million to fund the Livability Team for two years. The Team is made up of three Police Officers, one Code Enforcement Officer, and one Records Specialist.

The team is currently focusing on the following areas of concern and have the flexibility to adapt to new areas:

- Downtown
- Greenway and Parks
- Assist Code Enforcement on blight complaints
- Work with Continuum of Care Coordinator to refer individuals to programs
- Types of crimes the team would help address: drinking in public, disorderly conduct, criminal mischief, occupied RVs, accumulation of junk, stored vehicles in the right-of-way.

The team works to help individuals work through housing applications, locate rent/security deposit assistance, give out bus passes, help get proper identification for employment opportunities, and works hard to build relationships with community stakeholders. The team has recently formed the Chronically Homeless Outreach Partnership (CHOP) to bring together community stakeholders for high risk individuals. At the time of submitting this document, the Livability Team was not available for updates.

Sources:

United States Census Bureau

- [QuickFacts Jackson County, Oregon; United States](#)
- [Language spoken at home for the population 5 years and over](#)

[World Population Review](#)

[State of Oregon Employment Department](#)

[Vox Whatever happened to the summer job?](#)

[State of Oregon Employment Department Labor Market Information \(June 2020 Data\)](#)

For economic or labor market data contact: Polly Farrimond, Workforce Analyst
polly.a.farrimond@oregon.gov 541-414-5325

[ACCESS](#)

[ACCESS seeks donations to help hungry people weather COVID-19 crisis](#)

[Ashland Emergency Food Bank](#)

SNAP

- [Oregonians statewide can now use SNAP to buy groceries online](#)
- [Oregon will provide an additional \\$60 million in extra SNAP benefits in April and May](#)
- [SSP Field Services Supplemental Nutrition Assistance Program Activity – May 2020](#)
- [SSP Field Services Supplemental Nutrition Assistance Program Activity—June 2020](#)
- [Additional funds and no in-person interviews for SNAP extend into July](#)
- [Oregon families will start receiving \\$134 million in additional food benefits in June—Families experiencing income loss can still apply](#)
- [Oregon disperses first wave of pandemic school meal benefits--Over 130,000 students began to receive more than \\$50 million in benefits in first 30 days](#)

Announcement flyer from Homeless Task Force (available at public libraries)

Mail Tribune: [Medford approves homeless campground](#)

Mail Tribune: [St. Vincent halts operations after volunteer tests positive for COVID-19](#)

Mail Tribune: [Mental health care goes remote amid COVID-19 crisis](#)

Mail Tribune: [Senior loneliness described as epidemic](#)

[The Impact of COVID-19 on the Labor Market in Jackson and Josephine Counties](#)

[Lithia Motors furloughs 10% of staff due to COVID-19 pandemic](#)

[Oregon's Marijuana Industry and Employment Trends](#)

Jackson County *What's New* [Business Recovery Information](#)

[Chart: Adult-use marijuana sales show resiliency in May, despite pandemic](#)

[Asante Notice about coronavirus \(COVID-19\)](#)

[Providence Oregon Covid-19 Updates](#)

[La Clinica CORONAVIRUS INFORMATION](#)

[Jackson County pot sales rocket to new heights](#)

[Reports of increases in opioid related overdose and other concerns during COVID pandemic](#)

<https://www.washingtonpost.com/health/2020/07/01/coronavirus-drug-overdose/>

['Cries for help': Drug overdoses are soaring during the coronavirus pandemic](#)

[Suicide in Jackson County: Double the National Rate](#)

[COVID-19 takes toll on mental health; Suicide rate doubles](#)

[Suicide Mortality and Coronavirus Disease 2019—A Perfect Storm?](#)

[COVID-19's impact could include 20 more firearm suicides per day this year, analysis shows](#)

[Medford Online Interest Form](#)

[Governor Kate Brown Releases School Health and Safety Metric](#)

[New state health metrics set Medford schools back](#)

[Policing amid coronavirus pandemic](#)

[MPD CONSOLIDATED INCIDENT REPORT - MAY 2020](#)

[Livability Team](#)

[COVID-19 News: Situation in Jackson County, Oregon](#)

MISSION, VISION and VALUES

MISSION

Our mission statement reflects the commitment we are making to the community.

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

VISION

Our vision statement describes what success will look like in the future.

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

VALUES

To fulfill our mission and realize our vision, the following ideals shall direct us in our service to the community and interaction with each other.

RESPECT

Our libraries welcome everyone. We honor diversity, individual perspectives and the right to privacy and confidentiality.

ACCESSIBILITY

We champion free and open access to ideas, information and content.

INTEGRITY

We are responsible, honest stewards of public resources and trust.

INNOVATION

We encourage creative ideas and solutions.

COLLABORATION

We foster an environment that inspires building relationships and working together.

*When I got my library card,
that's when my life began.
– Rita Mae Brown*



GOALS AND OBJECTIVES

LEARN

Jackson County Library Services advance Jackson County's education priorities.

1. Support early learning to promote school readiness.
2. Help people develop the skills to search for, locate, evaluate and effectively use information to meet their needs.
3. Provide information and tools needed for the academic success of students in public, private, home schools, trade schools and higher education.
4. Support personal growth and lifelong learning through high-quality programs and materials.

CONNECT

Jackson County Libraries are open, thriving spaces where people link to the universe of possibilities that enrich their lives.

1. Provide safe and welcoming spaces for people of all ages, cultures and backgrounds to connect with others and to engage in individual pursuits.
2. Customize hours, spaces, services and collections to meet community needs.
3. Build public awareness and engagement through strategic marketing.
4. Implement new models and collaborate with others to improve information access and delivery.

GROW

Jackson County Library Services contribute to the economic vitality of our communities.

1. Emphasize 21st century literacies such as information, finance and health in library programs.
2. Educate for digital literacy and marketable workplace skills to improve prospects for employment.
3. Leverage partnerships to develop and promote job growth and business success.





Policy 1-7	Board Committees	Approved: 8/8/2019
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I. Purpose

The Jackson County Library District Board of Directors (“Board”) may establish committees to assist the Board to govern more efficiently and, in some cases, to comply with the requirements of state law. A Board committee is not designed to do staff work. Committees shall be used to investigate, deliberate, analyze, and make recommendations with regard to special issues.

II. Accountability

Committees are a subsidiary of the Board, and shall report their work to the Board on a regular basis.

The Board shall annually review the work of each committee and determine which committees will be reappointed and which committees will be abandoned as no longer necessary.

III. Appointment

The Board shall appoint the chairperson and members of each committee, and each will serve a term of one year. The Board may fill vacancies on a committee and may remove a member from a committee at any time without cause.

IV. Authority

Committees established by the Board are advisory in nature and shall have only the powers specifically delegated to it by the Board. Functions of each committee will be in writing as part of Board policy, a committee charter, or recorded in the minutes of the meeting at which the committee was established.

V. Committee Charter; Annual Work Plan

The purpose and responsibilities of each committee shall be included in writing as part of the committee’s charter. In August of each year, the committees shall submit their charters and annual work plans to the Board for review and approval.

VI. Committee Meetings

The committee chair shall convene all meetings of the committee or a majority of the committee members may call a committee meeting. Minutes shall be kept of committee meetings. When committees make recommendations to the Board for action, such recommendations shall be made in the form of a motion at a Board meeting.

VII. Public Meetings Law

Meetings of Board committees are subject to the Oregon Public Meetings Law.

VIII. Guidelines for Committee Chairs

The committee chair will be expected to lead the committee just as the Board President is expected to lead the Board. The chair is accountable for ensuring the productivity of the committee by:

- A. Planning the agenda for the committee meetings.
- B. Ensuring that all members of the committee are notified of committee meetings.
- C. Convening committee meetings, and keeping meetings on track.
- D. Ensuring a written record of committee actions is kept.
- E. Encouraging the committee to take action on the issues discussed by the committee.
- F. Ensuring that reports and recommendations for action from the committee are presented to the Board.
- G. Leading the committee to evaluate its own operations.
- H. Contacting the Board President or Library Director to have committee issues/reports placed on the agenda prior to the agenda deadline.

IX. Committees

Although committees can have countless names, they all fall into one or two categories: standing or special.

A. Standing Committees

A standing committee exists from one year to the next, and is typically charged with a continuing function. The standing committees of the Jackson County Library District are as follows:

1. Budget Committee: As required by state law, the Budget Committee works with the Library Director and staff to develop a plan for the coordination of revenue and expenditures for the District's fiscal year. Requirements in ORS 294.414 regarding membership on the Budget Committee are listed below:

- i. The Budget Committee shall consist of five members of the Board and five appointed electors within the District. Appointed members cannot be officers or employees of the District.
 - ii. Budget Committee members shall serve for three years. Their terms shall be staggered so that as nearly as possible one third of the terms of the appointed members shall end each year.
 - iii. Appointed members may not receive any compensation for their service on the committee.
 - iv. A vacancy on the Budget Committee shall be filled by the Board for the unexpired portion of the term of the vacant position as soon as practicable.
2. Policy Committee: The Policy Committee works with the Library Director and staff to develop and revise necessary policies related to the governance and operations of the District. Policies shall serve as guiding principles for Board members, staff and patrons.
3. Facilities Committee: The Facilities Committee works with the Library Director and staff to increase the useful life of the buildings and their systems, ensure the safety of library patrons and capital equipment, and create and maintain welcoming spaces that support the District's service priorities.
4. Advocacy Committee: The Advocacy Committee works with the Library Director and staff to stay abreast of local, state, and national legislation that might impact library services; develop talking points about the impact of library services in Jackson County; and promote the library in the community at large.
5. Finance Committee: The Finance Committee works with the Library Director and staff to provide oversight of the District's finances and ensure that the District is operating within its established policies regarding fiscal management.
6. Executive Committee: The Executive Committee consists of the officers of the Board. Its only purpose is to advise the Board President, when needed, and to assist the Board President in developing each Board meeting agenda.
7. Technology: The Technology Committee works with the Library Director and staff to maintain and oversee the Library's rolling 3-Year Technology Plan, including budget and capital project estimates. The committee is also charged with keeping abreast of emerging technologies for libraries and recommending new technologies to library staff.

B. Special Committees

A special committee is formed to perform a specific task. It comes together, performs the task, gives its final report, and then ceases to exist. The special or ad hoc committees of the Jackson County Library District are as follows:

1. **Strategic Planning:** The Strategic Planning Committee is activated every five years, at which time a new chairperson and members are appointed. The committee works with the Library Director to develop a five-year strategic plan that assures the library's services and activities reflect the District's mission; set priorities; show measurable progress; and provide a strong foundation for decision making.
2. **Any other committee as needed.**