



CALL TO ORDER/ROLL CALL

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Individual Board Member Reports

FUTURE MEETINGS/EVENTS/OBSERVANCES:

- JCLD Regular Board Meeting – January 9, 2020
- JCLD Board Work Session – January 23, 2010
- JCLD Regular Board Meeting – February 13, 2020
- 2020 SDAO Conference (Seaside, OR) – February 6-9, 2020
- PLA Conference (Nashville, TN) - February 25-29, 2020

The Jackson County Library District Board meets regularly at 4:00 p.m. on the second Thursday of every month at the Medford Library in the Adams Community Meeting Room, unless otherwise noticed. You may find proposed agendas and prior meeting minutes at www.jacksoncountylibrarydistrict.org. If you have further questions or would like to be added to the email notification list, please contact Administrative Assistant, Donovan Edwards at 541-423-1333 or dedwards@rvcoq.org

If a physical accommodation is needed to participate in a Jackson County Library District meeting, please contact Donovan Edwards at 541-423-1333. Notification of at least 48 hours prior to the meeting, preferably in writing, will assist us in providing reasonable accommodation.

MINUTES

ATTENDEES

Present at the meeting were Board Members Susan Kiefer (President), Cathy Shaw (Vice President), Jill Turner, George Prokop, Eric Dziura.

Additional participants: Kari May (Library Director), Carey Hunt (Asst. Director), Claudine Taillac, (Asst. Director), Brystan Strong (JCLS Youth Services Coordinator), Sandy New (Executive Director, JCLF), Lisa Marston (District Administrator), Donovan Edwards (Administrative Assistant).

CALL TO ORDER

Vice President Cathy Shaw called the meeting to order at 4:00 p.m.

INTRODUCTIONS & PROCLAMATIONS

Vice President Cathy Shaw on behalf of the JCLD Board proclaimed October 20-26, 2019 as National Friends of the Library Week (Board Packet, page 2).

CONSENT AGENDA

MOTION: President Kiefer moved to approve the Consent Agenda. Director Prokop seconded the motion. The motion was approved unanimously.

ORAL REQUESTS AND WRITTEN COMMUNICATIONS FROM AUDIENCE

None

REPORTS AND PRESENTATIONS

Library Director's Report

Kari May, Library Director, provided a summary of the Library Director's Report (Board Packet, page 11). In reference to the potential partnership for reciprocal borrowing with Josephine Community Library District and Rogue Community College (page 13), Board Members expressed concern that adding entities to the user list would increase hold times. May acknowledged the concern and assured the Board that initial discussions were as far as things had gone but work and research would continue.

Summer Reading Program

Brystan Strong, Youth Services Coordinator, provided a summary of the Summer Reading Program Report, highlighting the choice to track books and/or hours as one of the ways the program is trying to make it easier for everyone to participate (Board Packet, page 20).

JCLF Report

Sandy New, JCLF Executive Director provided a copy of their fall newsletter. No questions were asked regarding the JCLF Report (Board Packet, page 22).

2020 Transition Report

Marston referenced the deliverables that have a "behind schedule" status on the 2020 Transition Report (page 24), explaining that the delay stems from HR Answers, who got a later-than-expected start on our project due to workload issues. However, since HR Answers has extensive experience in the industry, especially with compensation, they should be able to catch up quickly and deliver on the overall project. Director Prokop noted that items listed as behind schedule would likely effect other items on the schedule.

Shaw acknowledged the point made by Prokop and reminded everyone to be mindful of the cascading effects that come with changes to the schedule.

Dziura requested revisiting a previous point about the status of hiring the library director, saying that his understanding was that this had not been done. May explained that the report was misleading as written and that the process of selecting the Library Director was completed but not the contract itself. Afterward, Marston clarified the distinction and agreed with the suggestion that both the hiring process for the Library Director and the Board's approval of the Library Director's contract should be listed as separate milestones. After further discussion May said a draft contract would be brought to the Board in December.

NEW BUSINESS

Integrated Library System (ILS) Proposals / Master Services Agreement with LS&S

After some Board discussion and concerns raised about the documents, the Board decided additional changes would need to be made, with final documents expected at the November 21, 2019 Board meeting.

Revision to Proposal for Additional Staffing

After some Board discussion and questions regarding the job descriptions, May explained that the job descriptions would be proofed following the approval of the proposal in principle.

MOTION: President Kiefer moved to approve the revision to the proposal for additional staffing. Director Prokop seconded the motion. The motion was approved unanimously.

Board Conflict of Interest Policy

MOTION: Director Turner moved to approve the Board Conflict of Interest Policy. President Kiefer seconded the motion. The motion was approved unanimously.

Displays, Exhibits and Bulletin Board Policy

MOTION: Director Kiefer moved to approve the Displays, Exhibits and Bulletin Board Policy. Director Dziura seconded the motion. The motion was approved unanimously.

COMMITTEE AND BOARD MEMBER REPORTS

Technology Committee – Carey Hunt, Assistant Library Director provided a summary of the three main areas of focus for the committee:

- Converting public computers to a centralized system will enable more accurate monitoring of usage levels.
- The final quote is expected soon for the people counters. Moving away from the current system will provide a much more accurate count and easier access to the information.
- Training is being conducted monthly based on a resource or technology skill.

NEXT MEETING

The Board will hold a Work Session in the Adams Meeting Room on Thursday, November 14, 2019. The next regular board meeting will be held in the Adams Meeting Room on Thursday, November 21st, 2019.

ADJOURN

Vice President Shaw adjourned the Regular Board meeting at 6:00 p.m.

/s/ Donovan Edwards

Recording Secretary



WORK SESSION MINUTES

ATTENDEES

Board Members Present: Cathy Shaw (Vice President), Jill Turner, George Prokop, and Eric Dziura. Susan Kiefer (President) was absent.

Also present: Laurie Grenya, HR Answers; Kari May (Library Director); Lisa Marston (District Administrator); Jacquelyn Bunick (Legal Counsel); Donovan Edwards (Administrative Assistant); Claudine Taillac (Assistant Director, Public Services); Carey Hunt (Assistant Director, Support Services); Kristin Anderson (Area Manager); and Crystal Stroud (Library Operations Manager).

CALL TO ORDER

Vice President Cathy Shaw called the meeting to order at 3:30 p.m. and introduced Laurie Grenya, co-President of HR Answers, the consulting firm that the District contracted with in September 2019 to assist the District in establishing an HR infrastructure to support an internal workforce.

Ms. Grenya presented the information and recommendations in three sections, following the outline of materials HR Answers developed for the work session: 1) Job Description Format; 2) Total Compensation (salary, benefits, retirement); and 3) Employee Recruitment.

Included below is a summary of HR Answers' recommendations, key points, and the general substance of the Board's discussion.

I. Job Description Format

Ms. Grenya recommended the District adopt a job description format that matches the sample included as Appendix A in the work session materials because the form includes all the pieces necessary to comply with applicable regulatory requirements. There were no questions or concerns expressed by Board members regarding the recommended job description format.

II. Total Compensation (salary, benefits, retirement)

Ms. Grenya first defined total compensation as being all of the things provided to employees: salary, benefits and retirement. HR Answers' recommendations, she explained, are based on salary and benefit surveys, relative to the work done by this organization. Key issues include:

- What is the market for this organization? Where do you get people? Where and to which types of organizations do you lose people?
- What are organizations with similar roles doing?
- What is government and the nonprofit sector doing?
- What does the data look like across a broader range?

Since not all jobs have the same market, organizations included in salary surveys are compared using these key factors:

- Geography
- Size
- Budget

A. Salary (Salary Survey / Salary Schedule)

Next, Ms. Grenya explained the methodology for conducting the salary survey and then using data collected through the survey to create the salary structure presented as Appendix B.

1. Using a market weighted average salary, i.e., the average salary people are actually making in the market, what is the progression between grades?
 - a. In Appendix B, the average progression between grades is 5%.
2. What is the appropriate spread within the grade? How wide should that spread be? The spread represents the potential growth within a pay grade.
 - a. Some organizations taper the ranges, with the spread increasing to 50% at the highest grades. Rationale: Since there are fewer opportunities for vertical growth (promotion), employers sometimes widen the spread for higher pay grades.
 - b. Tapered ranges are uncommon in government.
 - c. The average spread within a grade in government is 33%.
 - i. In Appendix B, the spread across all steps is 23%.
 - d. The typical spread between steps in government is 5%.
 - i. In Appendix B, the spread between steps is 3%, which allows for more flexibility in determining step increases in conjunction with any cost of living adjustment in a given year, keeping in mind that the average revenue growth in the District's operating budget is 3%.
 - e. Annual COLA increases of 1.5-3.0% are also common in government.
 - f. Oregon's Pay Equity Law did away with open bands within pay grades.

Ms. Grenya also made or agreed with the following points with regard to the salary schedule:

- Step 1 within a pay grade represents a minimally qualified individual.
- Step 5, the market reference point, represents a fully proficient individual.

HR Answers recommends keeping the spread within 15% below or above the market reference point.

- The pink column in Step 5 in Appendix B is the market reference point, or market anchor.
- In Appendix B, 12.2% of the steps are below the market reference point and 9.2% of the steps are above the market reference point.
- There could be differences in the market reference point for certain positions.

Ms. Grenya further recommended:

- Build a salary schedule that is market relevant

- Determine at which grade a job title fits in the salary schedule
- Focus on the spread, i.e., the percent increase within a range; job growth potential is what is going to retain people in your organization.

In general, the Board was okay with leaving the market reference point, i.e., the pink column, at Step 5, as currently depicted in Appendix B. The Board also agreed with the recommendation of having a 5% progression between grades. As Ms. Grenya pointed out, a 5% progression allows the organization to slot positions that do not have good market data.

The Board was not able to reach a consensus on the salary schedule as presented, however. Director Prokop suggested that the Board needed to have a higher level discussion on philosophy and document their assumptions with regard to total compensation. Ms. Grenya agreed that the Board will need to decide whether the organization should lead the market, lag the market, or match the market. In fact, determining where the Board stands is one of the key outcomes anticipated from this work session.

Vice President Shaw pointed out that JCLS has experienced high turnover, which costs money and impacts patrons. She also noted that the cost of housing in our market is high, particularly in Ashland and Jacksonville. Since hiring below market would be problematic, she would keep the pink line in the middle. Director Dziura agreed that it is important to be fair to employees and to decrease turnover, adding that it is also important to stay within budget.

Director Turner pointed out that step increases, especially in government, often happen like clockwork. She sought clarification that, in the salary schedule, Steps 6, 7 and 8 represent step increases based on merit, i.e., employees are not moved up to these steps unless they exceed proficiency. Ms. Grenya said that was correct, noting that having room to grow beyond the pink column shows that the organization values employees who progress beyond proficiency. She also cautioned, however, that employers should always ask before giving annual COLAs and step increases, "Can we afford this?"

B. Benefits

Ms. Grenya reviewed and discussed HR Answers' recommendations with the Board, as summarized below.

Insurances

The District should provide medical/dental/vision insurance to employees and share the premium cost with employees.

- Premium Split: Based on JCLS's geographic region, a 90%/10% premium split should be considered at a minimum, with the employer contributing 90% toward the premium.
- Hours Threshold: Employees should become eligible for benefits when they work a minimum of 20 hours per week.
- Probationary Period: New employees working a minimum of 20 hours per week should be eligible for coverage on the 1st day following the 1st full month worked.

Short Term Disability (STD)

Since Oregon's Family and Medical Leave Insurance (FAMLI) will be implemented in 2024 and will start providing benefits in 2025, HR Answers does not recommend providing this benefit. Ms. Grenya pointed out, too, that employees could use accrued sick leave to cover a short term disability until long term disability or FMLA kicks in.

Long Term Disability (LTD)

HR Answers recommended that the District provide long term disability to employees. Eligibility requirements and waiting periods will need to be determined, but LTD is less expensive than STD, and government organizations almost always provide this coverage option. In short, LTD is a fairly low cost and underutilized benefit.

Life Insurance

HR Answers recommended that JCLS offer life insurance for the employee only, a common benefit provided by government employers. Life insurance, as Ms. Grenya explained, is truly an employee benefit, one that is very inexpensive for employers to provide.

Employee Assistance Program (EAP)

HR Answers recommended that JCLS provide an EAP to augment the HR staff. As Ms. Grenya elaborated, EAP's cost very little but offer benefits to employees and employers alike by covering a broad and complex body of issues affecting mental and emotional well-being, e.g., family programs, legal needs, personal or work-related problems, etc. EAP counselors can also work in a consultative role with managers and supervisors to address employee and organizational challenges and needs.

Other Insurances

Ms. Grenya discussed other insurances that are optional for employees, such as additional life insurance, pet insurance, and supplemental insurance, e.g., Aflac. The employee pays the entire premium, but the employer contributes by allowing organizations to share information with employees and by facilitating payroll deductions. HR Answers recommends that JCLS focus on hiring employees first and add any optional benefits later.

Time off with Pay

Ms. Grenya characterized time off with pay as a blend of discretionary and mandated offerings.

Vacation

Vacation is a discretionary, paid leave, which is typically tied to seniority with the organization. Ms. Grenya described the vacation accrual schedule recommended by HR Answers as the minimum that should be considered for a competitive benefit. Additional recommendations included:

- An annual cap of 40 hours more than their seniority could accrue.
- Payout of unused vacation upon separation if the employee leaves in good standing, i.e., provides 2 weeks' notice and works the entire notice period.

Director Turner said she was surprised by how quickly the accrual schedule increased relative to seniority. Director Prokop agreed, noting a significant difference in the paid leave recommended by HR Answers and the same benefit as offered in the private sector.

Ms. Grenya confirmed that HR Answers' recommendations are based on current salary and benefits data across the government sector, acknowledging that paid leave is part of the benefits package that makes working for government attractive. She also noted that millennials, in particular, highly value paid leave.

Sick Leave

Sick leave is a mandated benefit (protected leave) in Oregon. Assuming full time hours are worked, the minimum allowable accrual is one hour for every 30 hours worked, which equates to 69.3 hours (8.6 days) per year. However, because most government organizations provide up to 8 hours per month (assuming full time hours are worked), HR Answers recommends that the District match what other government employers are offering, which is 12 days of annual sick leave.

Ms. Grenya also explained that employers cannot put a cap on accrued sick leave, but employers can cap the usage of sick leave, at 80 hours per year, for example. HR Answers recommended, however, that annual usage of sick leave should not be capped if the District chooses not to offer short term disability. Other recommendations regarding sick leave include the following:

- HR Answers does not recommend paying out unused sick leave or floating holidays to employees upon separation because few employers do so.
- Accrual of sick leave must begin on Day 1 of employment.
- HR Answers recommends accrual of paid leave versus front-loading of paid leave; however, given the District's status as a successor employer, it is possible that sick leave accruals may need to be carried over. Ms. Grenya said she will have BOLI weigh in on this issue and will get back to the District with an answer.

Holidays

Like vacation, holidays are a discretionary benefit. HR Answers recommended the District offer 10 paid holidays and 1 floating holiday. Director Turner noted that floating holidays can be difficult to track from an administrative standpoint.

Other Benefits

Flex Spending Accounts (FSA)

Ms. Grenya stated that FSAs are one of the most popular employer-sponsored benefits because they provide a tax break to employees (contributions are not taxed) and the monies can be used to cover a wide variety of medical expenses, as well as child care expenses. The drawback is that the initial funds are essentially fronted by the organization and are made available

annually or quarterly to the employee (annually is typical). The organization is then reimbursed the employee's portion through regular payroll deductions; however, if the employee leaves before the organization is fully reimbursed, the organization cannot recover those funds. On the other hand, FSAs are a "use it or lose it" benefit. So, if an employee does not spend the entire FSA within the year, the employee cannot recover the unused portion.

Health Savings Accounts (HSA)

The biggest difference between HSAs and FSAs are the following:

- HSAs are employee owned, so employees can take their HSAs with them.
- FSAs are employer owned, so the accounts are non-transferable.
- FSAs cover child care costs; HSAs cannot be used for dependent care.
- FSA contributions are limited to \$2,750; HSA contributions are limited to \$3,550.
- With either an FSA or HSA, employers can choose to contribute to the account, or the account can be funded entirely by the employee, on a voluntary basis.

Health Reimbursement Arrangements (HRA)

HRAs are similar to FSAs, but contributions are fully funded by the organization and funds cannot be used for dependent care.

HR Answers Recommendation: Among the three (3) options outlined above, provide a Flexible Spending Account and partially fund the contribution, e.g., 50% employer/50% employee.

Tuition Reimbursement

Ms. Grenya suggested that, if the District were to provide this benefit, which approximately 27% of employers provide, it will be important to maintain the reimbursement nature of this offering due to Oregon's Pay Equity Law.

Loan Forgiveness

Since any kind of loan forgiveness program is managed by the federal government, HR Answers does not recommend the District implement this type of benefit.

Parking Permits

Ms. Grenya stated that there is little survey data on this benefit, but suggested that parking permits could be provided to employees who work at locations with limited free parking, without violating Oregon's Pay Equity Law.

C. Retirement

Ms. Grenya reviewed the two major retirement plans offered by a majority of government employers.

401a Plan

This is a government employer-sponsored money-purchase retirement plan that allows dollar- or percentage-based contributions from the organization, the employee, or both. Since this is

an employer-controlled plan, the District would need to establish the eligibility criteria and the vesting schedule. Discussion topics are listed below:

- Having a 5-year vesting schedule; some are requiring only 3 years.
- Making employees opt out of the plan (versus opting in).
- Incentivizing employees to contribute a certain percentage, e.g., employer contributes 4% for every employee; if an employee contributes 4%, employer matches another 2%.
- Survey data shows that government employers in our geographic region are offering plans that provide for a total contribution of 9-12%.
- **HR Answers Recommendation:** In order to be competitive, the organization should provide an employer contribution of 5-6%.

457 Plan

This is a defined contribution plan that allows employees to set aside a percentage of their salary for retirement. These funds can grow in value without being taxed. A 457(b) plan is the most common 457 plan offered to state and local government employees. HR Answers suggests that the District work with a retirement expert to determine if multiple plans make sense and the criteria associated with each.

III. Employee Recruitment

Ms. Grenya first reviewed the hiring process that HR Answers is recommending for the initial transition and then spoke about the need to hire HR staff to help manage the personnel transition process. HR Answers' recommendation was based, in part, on the Board's vision of making the transition as seamless as possible for staff and patrons, and the Board's interest in successfully hiring the employees of LS&S into the roles that will be available at JCLS. The threat to successful operation of the organization without a smooth and timely hiring process was also factored into the recommendation.

A. Initial Transition

- **HR Answers Recommendation:** Use a common government recruitment practice called Direct Appointment. Steps in this process should start no later than March 2020.

Ms. Grenya then described the direct appointment process. The first step is to evaluate current and future jobs to identify a crosswalk. If there is a role in the crosswalk that is the same job at the same location with the same shift, the next step would be to provide a written offer of employment to the individual currently in that job. The letter should include the total compensation package, their specific rate of pay, a copy of the associated job description, and clear identification of a one-week time period to discuss and accept the offer. Ms. Grenya emphasized that any negotiations will need to maintain compliance with Oregon's Pay Equity Law and the policies of the organization.

B. HR Staffing

As Ms. Grenya explained, her initial recommendation was for the District to hire a Human Resource Generalist first to handle the substantial amount of work involved in coordinating the direct appointment process outlined above.

However, her recommendation now is that the District hire the Human Resource Manager first since they will need to spend a relatively short period of time doing the more hands-on work of hiring staff and establishing the HR department. Plus, this will allow the HR Manager to hire their own HR Generalist after they have been in the position for several months and have a better idea of what knowledge, skills and abilities are needed for that position. Ms. Grenya cautioned that the recruitment pool is slim and that we are more likely to attract “passive candidates,” i.e., those who already have a job, and are looking for growth. She also said that December is a good time for recruiting.

- **HR Answers Recommendation:** Start recruiting for an HR Manager right away and have somebody in place by March 2020. Recruiting services are included in HR Answers’ agreement with the District, so staff will work with Ms. Grenya and her team to make sure the recruitment is launched early in December 2019.

IV. Next Steps

After Ms. Grenya finished reviewing the materials in the work session packet, she addressed Appendix C, which included a draft of how jobs might be placed into the organization’s salary structure (Appendix B).

First, she explained the three factors that determine where jobs are placed in the structure:

1. Market (Where do we compete and who do we compete with?)
2. Organizational structure (How have we organized? Does this work in the hierarchy? Does this keep career ladders intact?)
3. Budget (What can we can afford?)

Director Turner pointed out that we also need to keep in mind that tax revenues might not always grow at 3%. Ms. Grenya agreed that it is better to build in flexibility on the front end. For instance, since half-step increases are not realistic, the District could consider adding more steps to the salary structure to allow for smaller, incremental increases during lean times.

Ms. Grenya described placing jobs within an organization’s salary structure as an art form. While the data helps create the salary structure, it’s up to the organization to determine if the structure makes sense based on the actual job profiles and how those jobs are organized. It is important to place jobs in a way that keeps the organizational structure intact.

While Ms. Grenya said she did not think the Board would be ready to make any decisions on salaries or benefits at the next Board meeting, she felt she had gathered enough information from today’s work session to take the following next steps:

- Develop a draft philosophy statement for the Board to review.
- Send a list of questions or options to help clarify each Board member's philosophy.
- Synthesize the Board's input and refine the draft philosophy statement to ensure alignment of the Board.

Vice President Shaw suggested that staff bring back options based on these guiding principles:

1. Better pay.
2. More hours.
3. Good benefits.
4. Stay at .52 cents per thousand.

Director Dziura agreed with Shaw's approach, suggesting that with these principles as a guide, staff should be able to bring options back to the Board. Other considerations should include flexibility of choices versus simplicity in implementation, as well as mitigating turnover. The Finance Committee will revisit the District's financial forecasting model to determine the financial feasibility of the proposed salary schedule and total compensation package.

Adjournment

Vice President Shaw adjourned the work session at 6:47 p.m.

/s/ Lisa Marston
Recording Secretary

MINUTES

ATTENDEES

Present at the meeting were Board Members Susan Kiefer (President), Cathy Shaw (Vice President), Jill Turner, George Prokop and Eric Dziura

Additional attendees: Kari May (Library Director), Carey Hunt (Assistant Library Director), Claudine Taillac, (Assistant Director of Public Services), Crystal Stroud (Business Office Manager), Kristin Anderson (Cluster Manager), Jackie Bunick (Legal Counsel), Lisa Marston (District Administrator), Donovan Edwards (Administrative Assistant), Ryan DeSautel (Jackson County Facilities), Adam Trautman (Jackson County Facilities).

CALL TO ORDER

Vice President Cathy Shaw called the meeting to order at 3:30 p.m.

INTRODUCTIONS & PROCLAMATIONS

Director May introduced Brenda Katz, Robert Grace and Kathleen Strigle from FFA Architects.

CONSENT AGENDA

MOTION: President Kiefer moved to approve the Consent Agenda. Director Dziura seconded the motion. The motion was approved unanimously.

ORAL REQUESTS AND WRITTEN COMMUNICATIONS FROM AUDIENCE

None

REPORTS AND PRESENTATIONS

Ms. Katz and her team presented a slideshow consisting of current and proposed floor plans at both the Medford and Ashland Branch Libraries. FFA Architects' team members highlighted and summarized key points within the presentation. Ms. Katz and Mr. Grace walked through the cost estimates that they handed out during the meeting. Ryan DeSautel (observer), Jackson County, Director of Facility Maintenance, asked if the engineering and architectural fees were included as he did not see them listed. Ms. Katz said those fees were not included, but listed some engineering and architectural related costs and pointed out where those line items were included. Mr. DeSautel offered to give a ballpark to the Board Members of total costs since architectural and engineering fees would add 8-12% to the total cost of the project. The overall costs for phase one of the projects were estimated to be \$260,000 for Ashland and \$1,035,682 for Medford.

NEW BUSINESS

Accounting/Payroll/HR Systems and Staffing Recommendation, including request to approve contract with Tyler Technologies for Incode® software

Per request, this item was moved up on the agenda. Director Turner provided a brief description of the process of meeting with the various prospective accounting vendors and explained that moving forward with the recommendation of working with Tyler Technologies would mean no longer utilizing Rogue Valley Council of Governments for accounting services.

MOTION: Director Turner moved for JCLD to enter into a licensing contract with Tyler Technologies for Incode ERP software. Director Kiefer seconded the motion. The motion was approved unanimously.

Library Director's Report

May announced that discussions for a new Memorandum of Understanding between the Friends groups, JCLF and JCLD have begun, with a productive meeting at the November Presidents Forum. The work so far on the MOU has been received positively by the Friends and Foundation, and she expects to have a draft for the Board to review at the December Board meeting.

Strategic Framework and Quarterly Statistical Report

May explained that she would like to work toward having a Strategic Framework Dashboard which would encapsulate all of the important elements and provide a useful explanation. The Board Members provided May with several critiques of the Quarterly Statistical Report. May said that she appreciated the clear guidance.

JCLF Report

Sandy New, JCLF Executive Director, provided each Board member with a copy of the annual fundraising appeal letter and bookmarks.

Transition Roadmap

Marston noted under HR Staffing that she was seeking a consensus on whether the Board was comfortable with moving forward with hiring an HR Manager. Board Members provided a positive consensus, and Marston said that she and Director May will work with HR Answers to have the position posted within the first week of December 2019. Regarding the philosophy statement that HR Answers consultant Laurie Grenya referenced at the Board Work Session on November 14, 2019, Marston explained that Ms. Grenya would have a statement and options for the Board to consider by Friday, November 22. In order to collate responses and have a proposed statement for the December 12, 2019 Board meeting, Marston asked the Board Members to please review and provide an individual response by Tuesday, November 26th, 2019.

UNFINISHED BUSINESS

Contract with LS&S for Integrated Library System (ILS)

MOTION: Director Turner moved to approve signing the Master Services Agreement with LS&S for Polaris ILS services (page 40) and the Statement of Work (page 48). Director Kiefer seconded the motion. The motion was approved unanimously.

2020 Medford Comic Con MOU

After some discussion related to the financial responsibilities and reporting, it was agreed to table this until the next meeting.

COMMITTEE AND BOARD MEMBER REPORTS

Facilities Committee – Director Dziura provided a written report to the Board at the start of the meeting.

NEXT MEETING

The next regular meeting will be held in the Adams Meeting Room on Thursday, December 12th, 2019 at 4:00 p.m.

ADJOURN

Vice President Shaw adjourned the Regular Board meeting at 5:38 p.m.

/s/ Donovan Edwards

Recording Secretary

Jackson County Library District
 Statement of Revenues and Expenditures
 From 7/1/2019 Through 11/30/2019

101 - General Administration

	Budget- Current	Current Month			Percentage
	Year	Actual	YTD Actual	Budget Remaining	received or spent to
					date
Operating revenue					
Current Property Tax Collections	10,610,000.00	9,570,014.53	9,570,014.53	(1,039,985.47)	90.19%
Prior Year Property Tax Collections	200,000.00	63,924.33	117,482.90	(82,517.10)	58.74%
Interest Income	310,000.00	23,049.34	114,076.91	(195,923.09)	36.79%
Interest- Lindberg Note	13,000.00	1,158.32	5,677.39	(7,322.61)	43.67%
Other Income	5,000.00	0.00	2,597.02	(2,402.98)	51.94%
E Rate	106,000.00	8,840.50	44,202.50	(61,797.50)	41.70%
Reimbursements From RCC	34,100.00	0.00	24,523.63	(9,576.37)	71.91%
Ready To Read Grant	35,000.00	0.00	0.00	(35,000.00)	0.00%
Government Agency Rentals	109,420.00	0.00	109,420.14	0.14	100.00%
Inter-library Loan Fees	1,000.00	0.00	0.00	(1,000.00)	0.00%
Late Fee Charges- RCC/UMS	0.00	4,310.35	8,601.75	8,601.75	0.00%
Lost/Damaged Materials	0.00	0.00	3,664.62	3,664.62	0.00%
Photocopy/Fax Sales	9,000.00	0.00	3,109.79	(5,890.21)	34.55%
Patron Refunds	0.00	0.00	(1,040.50)	(1,040.50)	0.00%
Printer Sales	0.00	0.00	6,298.06	6,298.06	0.00%
On Line Fee Collections	0.00	20.37	233.54	233.54	0.00%
Hulburt Donation	130,000.00	0.00	0.00	(130,000.00)	0.00%
Library Friends Donations	65,000.00	0.00	4,965.89	(60,034.11)	7.63%
Library Foundation Donations	10,000.00	0.00	17,467.02	17,467.02	174.60%
General Public Donations	500.00	0.00	295.13	(204.87)	59.02%
OR Community Foundation- restricted	12,000.00	0.00	2,721.86	(9,278.14)	22.68%
OR Community Foundation- non	2,000.00	0.00	0.00	(2,000.00)	0.00%
EJ Smith Trust-Restricted	85.00	0.00	0.00	(85.00)	0.00%
Ted Gerlock-Restricted	15.00	0.00	0.00	(15.00)	0.00%
Carpenter Foundation-Restricted	3,000.00	0.00	3,000.00	0.00	100.00%
Library Foundation Donations- CP	10,000.00	0.00	0.00	(10,000.00)	0.00%
Oregon Community Foundation-	29,000.00	0.00	0.00	(29,000.00)	0.00%
Kaleidoscope grant	0.00	0.00	928.13	928.13	0.00%
Gebhard Estate	200,000.00	0.00	307,585.63	107,585.63	153.79%
Restricted Grants- Misc.	0.00	0.00	1,600.00	1,600.00	0.00%
Beginning Fund Balance-Unrestricted	7,700,000.00	0.00	0.00	(7,700,000.00)	0.00%
Beginning Fund Balance-Restricted	500,000.00	0.00	0.00	(500,000.00)	0.00%
Total Revenue	<u>20,094,120.00</u>	<u>9,671,317.74</u>	<u>10,347,425.94</u>	<u>(9,746,694.06)</u>	<u>51.49%</u>

still working on this
 still working on this

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2019 Through 11/30/2019

101 - General Administration

	Budget- Current	Current Month			Percentage
	Year	Actual	YTD Actual	Budget Remaining	received or spent to
					date
Expenditures					
Personnel Expenses					
District Administrator Salary	90,825.00	8,014.44	38,101.46	52,723.54	41.95%
FICA and Medicare- payroll taxes	34,500.00	626.23	3,131.14	31,368.86	9.07%
Worker comp- payroll taxes	3,000.00	2.22	10.75	2,989.25	0.35%
Health/Dental Insurance	50,400.00	0.00	2,732.04	47,667.96	5.42%
Retirement Contribution	30,686.00	744.18	3,720.90	26,965.10	12.12%
Payroll- SUTA	9,950.00	0.00	0.00	9,950.00	0.00%
Transition team	360,059.00	0.00	0.00	360,059.00	0.00%
Total Personnel Expenses	579,420.00	9,387.07	47,696.29	531,723.71	8.23%
Materials and Services					
Accounting Services	40,000.00	0.00	11,031.11	28,968.89	27.57%
Auditing Services	11,300.00	3,200.00	3,200.00	8,100.00	28.31%
Administrative Services	38,000.00	0.00	16,272.44	21,727.56	42.82%
Bank Fees/Interest Expense	1,000.00	291.38	518.12	481.88	51.81%
Consultant Fees	50,000.00	0.00	12,309.24	37,690.76	24.61%
Elections	0.00	0.00	334.00	(334.00)	0.00%
Insurance	30,000.00	0.00	663.00	29,337.00	2.21%
Legal Services	50,000.00	2,911.00	10,552.50	39,447.50	21.10%
Memberships, Dues and Subscriptions	5,000.00	190.00	2,534.40	2,465.60	50.68%
Office Supplies- admin	5,000.00	14.10	1,219.33	3,780.67	24.38%
Postage	3,000.00	0.00	456.99	2,543.01	15.23%
Registration/Tuition/Travel	20,000.00	225.95	1,636.00	18,364.00	8.18%
Special fees and Expenses	1,000.00	708.64	1,017.64	(17.64)	101.76%
Advertising/Legal Notices	3,000.00	0.00	5.00	2,995.00	0.16%
Alarm Services	3,465.00	0.00	1,839.67	1,625.33	53.09%
Building Repair/Maintenance	467,937.00	38,994.75	194,973.75	272,963.25	41.66%
Custodial Services	419,322.00	35,048.57	139,879.28	279,442.72	33.35%
Custodial Supplies	12,600.00	0.00	3,595.53	9,004.47	28.53%
Landscape Services	9,072.00	756.03	5,024.12	4,047.88	55.38%
Maintenance Services	2,000.00	0.00	0.00	2,000.00	0.00%
Security Services	84,791.00	7,787.63	26,605.51	58,185.49	31.37%
Signs and Signal Materials	25,000.00	0.00	0.00	25,000.00	0.00%
Building Repair/Maintenance- B-7	245,000.00	0.00	0.00	245,000.00	0.00%
Fees- Lindberg Note	72.00	6.00	30.00	42.00	41.66%
Equipment Repair/Maintenance	30,000.00	602.74	2,909.60	27,090.40	9.69%

Jackson County Library District
 Statement of Revenues and Expenditures
 From 7/1/2019 Through 11/30/2019

101 - General Administration

	Budget- Current	Current Month			Percentage
	Year	Actual	YTD Actual	Budget Remaining	received or spent to
					date
Facility Furnishing Expense	25,000.00	0.00	0.00	25,000.00	0.00%
Minor Equipment	50,000.00	0.00	3,822.96	46,177.04	7.64%
Computers and technology	200,000.00	6,482.71	35,819.26	164,180.74	17.90%
Supplies and Expenses-Facilities	500.00	0.00	0.00	500.00	0.00%
Computer Software and Licensing	50,000.00	0.00	0.00	50,000.00	0.00%
Transition expenses	250,000.00	47,055.01	47,055.01	202,944.99	18.82%
LS&S Contract	5,738,291.00	475,077.20	2,345,034.66	3,393,256.34	40.86%
Library Materials	1,314,337.00	139,249.32	375,200.58	939,136.42	28.54%
City Participation	16,700.00	0.00	0.00	16,700.00	0.00%
Strategic Plan Initiative	21,500.00	0.00	35.00	21,465.00	0.16%
E Rate Services	33,765.00	0.00	8,441.25	25,323.75	25.00%
Unique Management Services	16,883.00	0.00	4,220.75	12,662.25	25.00%
Comic Con	23,100.00	572.54	1,161.69	21,938.31	5.02%
LS &S- digital library staff	178,000.00	10,167.21	39,782.29	138,217.71	22.34%
SOHS contract	39,000.00	3,250.00	16,250.00	22,750.00	41.66%
Marketing	5,000.00	4,556.50	10,363.64	(5,363.64)	207.27%
JCLF contract	55,000.00	0.00	27,500.00	27,500.00	50.00%
Branch Support	15,000.00	0.00	0.00	15,000.00	0.00%
Electricity	241,500.00	16,329.32	59,095.73	182,404.27	24.47%
Natural Gas	31,500.00	1,731.83	2,589.62	28,910.38	8.22%
Garbage Service	15,750.00	1,251.84	5,615.57	10,134.43	35.65%
Water and Sewer Service	32,550.00	1,747.45	14,190.91	18,359.09	43.59%
Street and Storm Drain Fees	18,900.00	1,622.00	8,340.57	10,559.43	44.13%
Telecom-Voice and LD	27,000.00	1,577.23	8,270.65	18,729.35	30.63%
Telecom-Wide Area Network	115,500.00	8,611.05	45,375.25	70,124.75	39.28%
Telecom-Internet Services	25,200.00	2,323.40	10,444.88	14,755.12	41.44%
Municipal Assessments	3,550.00	398.80	1,225.26	2,324.74	34.51%
Telecom- Hot Spots	52,000.00	3,783.89	18,915.25	33,084.75	36.37%
Maintenance & Fuel for Vehicles	16,000.00	905.99	3,304.51	12,695.49	20.65%
Hulburt Donation	125,000.00	11,018.52	27,514.47	97,485.53	22.01%
Library Friends Donations	65,000.00	5,743.71	11,267.60	53,732.40	17.33%
Library Foundation Donations	110,000.00	1,536.42	23,570.66	86,429.34	21.42%
General Public Donations	2,500.00	0.00	0.00	2,500.00	0.00%
OR Community Foundation-restricted	42,000.00	713.81	2,212.29	39,787.71	5.26%
EJ Smith Trust Books	85.00	0.00	0.00	85.00	0.00%
Gerlock Trust Books	15.00	0.00	0.00	15.00	0.00%
Carpenter Foundation Books	3,000.00	0.00	0.00	3,000.00	0.00%
Ready to Read Grant	70,000.00	0.00	0.00	70,000.00	0.00%

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2019 Through 11/30/2019

101 - General Administration

	Budget- Current	Current Month			Percentage
	Year	Actual	YTD Actual	Budget Remaining	received or spent to
					date
Kent Family Trust	5,000.00	0.00	433.72	4,566.28	8.67%
Library Foundation Donations- CP	50,000.00	0.00	0.00	50,000.00	0.00%
Lindberg Estate expense	100,000.00	0.00	0.00	100,000.00	0.00%
2018 Ready to Read Grant	0.00	65.25	65.25	(65.25)	0.00%
Kaleidoscope grant expenditures	0.00	864.21	1,024.28	(1,024.28)	0.00%
Gebhard Estate expenditures	200,000.00	0.00	0.00	200,000.00	0.00%
Restricted grants- expenses	0.00	100.00	580.00	(580.00)	0.00%
Total Materials and Services	10,940,685.00	837,472.00	3,595,330.79	7,345,354.21	32.86%
Other expenditures					
Capital Outlay	250,000.00	0.00	58,401.74	191,598.26	23.36%
Contingency	750,000.00	0.00	0.00	750,000.00	0.00%
Ending Fund Balance	<u>5,524,015.00</u>	<u>0.00</u>	<u>0.00</u>	<u>5,524,015.00</u>	<u>0.00%</u>
Total Other expenditures	6,524,015.00	0.00	58,401.74	6,465,613.26	0.90%
Transfers to CIF					
Transfer to Capital Improvement Fund	<u>2,050,000.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>0.00</u>	<u>100.00%</u>
Total Transfers to CIF	<u>2,050,000.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>0.00</u>	<u>100.00%</u>
Total Expenditures	<u>20,094,120.00</u>	<u>846,859.07</u>	<u>5,751,428.82</u>	<u>14,342,691.18</u>	<u>28.62%</u>
Net Revenue Over Expenditures	<u>0.00</u>	<u>8,824,458.67</u>	<u>4,595,997.12</u>	<u>4,595,997.12</u>	<u>0.00%</u>

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2019 Through 11/30/2019

201 - Capital Improvement Fund

	Budget- Current Year	Current Month Actual	YTD Actual	Budget Remaining	Percentage received or spent to date
Operating Revenue					
Operating revenue					
Beginning Fund Balance-Unrestricted	4,016,279.00	0.00	0.00	(4,016,279.00)	0.00%
Transfer from General fund	<u>2,050,000.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>0.00</u>	<u>100.00%</u>
Total Operating revenue	<u>6,066,279.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>(4,016,279.00)</u>	<u>33.79%</u>
Total Operating Revenue	<u>6,066,279.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>(4,016,279.00)</u>	<u>33.79%</u>
Total Revenue	<u>6,066,279.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>(4,016,279.00)</u>	<u>33.79%</u>
Expenditures					
Other expenditures					
Capital Outlay	<u>6,066,279.00</u>	<u>0.00</u>	<u>0.00</u>	<u>6,066,279.00</u>	<u>0.00%</u>
Total Other expenditures	<u>6,066,279.00</u>	<u>0.00</u>	<u>0.00</u>	<u>6,066,279.00</u>	<u>0.00%</u>
Total Expenditures	<u>6,066,279.00</u>	<u>0.00</u>	<u>0.00</u>	<u>6,066,279.00</u>	<u>0.00%</u>
Net Revenue Over Expenditures	<u>0.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>2,050,000.00</u>	<u>0.00%</u>



December 12, 2019

Title: Costco Business Executive Membership
Costco Anywhere Visa® Business Card by Citi

From: Lisa Marston, District Administrator

Recommendation:

The Board is being asked to authorize Administrator Marston, on behalf of the District:

1) To apply for a Costco Business Executive Membership; and 2) To apply for a Costco Anywhere Visa Business Card by Citi. If the foregoing action is authorized, a Board Resolution authorizing the Costco credit card application; setting monetary limits; and authorizing cardholder(s) will be brought back to the Board in January for approval.

Budget Impacts:

Annual membership fee of \$120.00.

Policies, Plans, and Goals Supported:

Public employees are prohibited from using their personal Costco membership or credit cards because the annual cash rewards would financially benefit the employee instead of the District, thereby violating the Oregon Government Ethics Law (ORS Chapter 244). Authorizing staff to take the necessary steps to obtain a Costco membership and credit card for the District will allow staff to conduct business ethically and efficiently.

Background and Additional Information:

The District currently has a Banner Bank Business MasterCard. Costco, however, does not accept MasterCard; so, even if the District had a Business Executive Membership, staff would still lack the method and means to purchase Costco merchandise without running afoul of Oregon ethics law. A number of library programs, including Kaleidoscope and Medford Comic Con, regularly require staff to purchase food and supplies locally. If the District were to have its own Costco membership and credit card, staff could add Costco to the list of local discount warehouses where food and supplies can be purchased to support Library programs and services.

Attachments:

None



**Director's Report
December 2019**

Hiring and Vacancy Report

Date Vacant	Vacated by	Position	Location	Hrs/Wk	Status	Date Filled	Name	Type (EXT/INT)
8/21/19	Brenda Tavarez	LA2	White City	20	Under Recruitment			
10/1/19	Rina Pryor	LA3 (Children's)	Ashland	20	Filled	11/19/19	Carly Reed	EXT
10/3/19	Cheri Ball	LA2	Central Point	30	Filled	11/19/19	Amber Adamastos	EXT
10/4/19	Marne Kapule	LA3 (Outreach)	Systemwide	40	Filled	12/2/19	Maria LaMont	EXT
10/12/19	Susie Gabumpa	LA2	Central Point	30	Filled	12/1/19	Paula-Bandy Hickman	INT
11/1/19	Andrea Leone	LA3 (Teen's)	Medford	20	Position Eliminated**			
11/4/19	Regina Lindsay	LA2	Gold Hill	20	Filled	12/2/19	Amy Fann	
11/8/19	Golden Rogers	LA2	Eagle Point	30	Under Recruitment			
11/16/19	New Position	Adult Services Coordinator	Systemwide	40	Interviewing			
11/27/19	Holly Hertel	Librarian 2 (Reference)	Medford	40	Under Recruitment*			
12/1/19	Paula Bandy-Hickman	LA3 (Spark Space)	Central Point	20	Under Recruitment			
12/13/19	Debbie Janes	LA3 (Teen's)	Medford	20	Under Recruitment**			
12/14/19	Marisa Dixon	LA3 (Digital Services)	Medford	40	Under Recruitment			
12/19/19	Julie Drengson	Librarian 2 (Reference)	Medford	40	Under Recruitment*			

* The two Librarian 2 positions vacant in Medford Reference will be recruited as Librarian 1 positions.

**The Library Associate 3 (20 hour) position in Medford Teen vacated by Andrea Leone has been combined with the other Library Associate 3 (20 hour) position in Medford Teen vacated by Debbie Janes to become one full-time Librarian 1 position.

General

During the week of Thanksgiving the Ashland Library served as an emergency overnight warming shelter on Tuesday, November 26, and Friday, November 29. This resulted in Ashland having a low-barrier shelter available to the unhoused during unexpected, severe weather when the City otherwise would not have been able to offer one. State Representative Pam Marsh volunteered on Tuesday and saw the library's good work in action. The staff has received positive feedback from patrons and community members about the library's decision to provide space so local aid organizations could offer this service.

Mail Tribune article: <http://bit.ly/20pXH9M>

JPR story: <http://www.tinyurl.com/t3b3j7e>

Assistant Director of Public Services, Claudine Taillac, is working with SOU's Human Services Department to create a Social Worker internship program at the Medford and Ashland Libraries. Further, she and Youth Services Coordinator, Brystan Strong, are working with the Eagle Point School District Technology Supervisor on the district's Digital Learning Day presentation to parents scheduled in February 2020.

The Southern Oregon Library Federation (SOLF), a network of librarians who work in libraries in Southern Oregon, held their winter meeting at the Ruch Library. Lower Rogue River Area Manager Michael Grutchfield is the President of SOLF and helped bring the meeting to Jackson County. Director Kari May and Youth Services Coordinator Brystan Strong gave a presentation on early literacy programs at JCLS and how these programs help address needs related to learning readiness for the county. State Librarian Jennifer Patterson attended the meeting, and Director May met with her prior to the meeting.

Director May has been invited to join the National Library of Medicine Pacific Northwest Region (NNLM PNR) Public Library Executive Committee as the representative for the State of Oregon for the remainder of the current funding cycle, which ends April 30, 2021. The purpose of this advisory committee is help inform the services, programs, and funding opportunities available through NNLM PNR to advance the health literacy services, resources and technology of public libraries; and to provide insight and direction as NNLM PNR further develops health literacy skills of public library staff. The Pacific Northwest Region includes Alaska, Idaho, Montana, Oregon, and Washington.

Support Services

Information Technology

The network equipment has been moved from the secured storage area to the network server room, which will allow the Library IT storage room to be used for staging computer equipment and storing items in the Library of Things (LoT). The server room offers a more secure location for the network equipment as it has more limited access, and it moves all of the servers in the Medford Library into one space.

Five new color copiers have been deployed: three in Medford, one in Ashland and one in Central Point. The copiers in Medford and Central Point are integrated with the Public print system coin box. These printers replace outdated equipment and offers color copying while reducing the number of machines

throughout the branches. Over the next six months, the remaining branches will receive updated copiers.

IT is working with Digital Services to deploy public laptops in the smaller branches. The laptops will allow the branches more flexibility for providing computer services without adding additional computer work stations. Two have been sent to Shady Cove and two will be sent to Jacksonville.

The upgrade and migration of the PC Reservation/LPTOne (computer reservation and public printing services) systems in the branches has been completed. This is the first step in the centralization of PC Reservation in order to provide equitable computer access services for all patrons at all branches.

Digital Services & Technical Services

The Library of Things Committee is finalizing the details needed to be able to launch a new reservation system and additional items in the Library of Things (LOT). Staff system-wide will be trained on the new myTurn reservation software in December. Head of Technical Services Ashley Johnson will provide a brief demonstration of the software for the Board at January's meeting. The launch of the Library of Things, including new reservation software, will be the first week of January 2020.

Regional Library Report

Bear Creek Region (Ashland, Talent, Phoenix)

The **Ashland Library's** Teen Space's colorful display of Ashland Middle School student art pieces celebrating Dia de los Muertos created a great opportunity to engage the students and their families, many of whom visited the library with their families to show off their calavera (skull) creation. A recent meeting with an art teacher from the local high school will likely result in a student art installation sometime in 2020.

John Jackson, Bugs R Us, visited the Ashland Children's Department twice in November. The first program was an educational one for preschool-age children that focused on nocturnal animals, and forty-five children were enthralled with the amazing survival traits of nocturnal animals. The other program was an elementary-age STEM program that brought the idea of electricity and circuits quite literally to life for thirty-five participants. This step-by-step program culminated in every child creating a wand that lit up with a touch of a button.

The Phoenix Library's Branch Manager Jody Fleming compiled a list of recommended books for 3rd graders, as requested by a very grateful teacher at Phoenix Elementary School, which will be handed out to parents at parent-teacher conferences. Phoenix Library events will now be appearing in the Phoenix Elementary newsletter in both English and Spanish. A unique display is being planned that will feature vintage/international toilet papers from a patron who inherited this collection. When another patron overheard plans for this display she said, "Wow, this is an unusual library!"

For the months of September through November, the **Talent Library** housed a display on disaster preparedness, which was created and maintained by a group of patrons. The display was changed each month to focus on a different set of items and to heighten awareness about essential needs in the event of various disasters. Patron feedback has been positive, including the following comment: "I think this display is so important to have right now. And it's not just the words, it's the visual that says so much."

On the first real rainy day in November, a class from the Oregon Childhood Development Coalition in Ashland visited the Talent Library. Several of the students received their first library card, and a bilingual storytime was presented by Library Associate Athena Allemand. They arrived early enough to get some play time outside before the heavy rains started, and with the sudden change in the weather making their planned picnic impossible, Branch Manager Patrick Mathewes invited them back inside to eat their lunch.

Lower Rogue Region (Rogue River, Jacksonville, Applegate, Gold Hill, Ruch)

The **Applegate Library** has been connecting with the community, which has resulted in several new collaborations. Art displays by two local artists have been featured: wall art from fine artist Katharine Gracey, and pottery from ceramicist Nancy Yyurtiga Adams. Local author Lily Myers Kaplan held a program discussing stories from her book, *Loss to Legacy: A Stepping Stone Path to Healing and Transformation*. Library Associate Susie Beckham conducted storytime off-site when she read harvest and Halloween books to more than thirty students at the Applegate School's Harvest Fair.

The **Jacksonville Library** has created an ongoing display area to showcase local artists and organizations. The library's large glass case that has seven feet of overhead space is made available each month to a different group or artists. For spring, the case is reserved to announce and showcase the local performing groups lined up for the Britt Music Festival; in May the Friends of the Jacksonville Cemetery will do a display for Memorial Day; and in June, it will feature the Storytelling Guild to promote the Children's Festival. Branch Manager Rina Pryor is currently pursuing options with the Community Outreach department of the Oregon Shakespeare Festival to see if they will use the space as well.

The **Rogue River Library's** largest event in November was a talk by local author Paul Fattig about his book *Madstone: The True Tale of WWI Conscientious Objectors Alfred and Charlie Fattig and Their Oregon Wilderness Hideout*. Mr. Fattig's presentation drew twenty-three people and was followed by a lively discussion about local history.

The **Ruch Library** was the site for Booktalker Anna Monders' Book Talks for the local school's 4th - 6th graders. After the talk, the students were eager to check out the books and place holds for books that were not available.

Upper Rogue Region (Eagle Point, Shady Cove, Prospect, Butte Falls, White City)

The **Prospect Library** held a Thanksgiving coloring contest for all ages. The winners received F'real Milkshakes donated by the Prospect Store, coloring books, and Beanie Baby turkeys.

A **Shady Cove Library** patron who is an avid collector of beautiful vases created a display in the library's cabinet. The Roseville Art Deco Vases range from 1910 to 1940. To celebrate Thanksgiving, staff hosted a craft program for children to make turkeys out of gourds.

The **White City Library's** Spark Space programs are running at full capacity. Recent programs featured Makey-Makey Play Doh, where participants learned about the conductivity of materials and technology using basic circuitry via Scratch programming; and Bowling Bots, where participants built obstacles and learned how to program the Bots and bowl them over. Fall crafts, face painting, refreshments, and

games were enjoyed by sixty-four attendees at the second annual Fall Festival. The program was funded by the White City Friends of the Library.

The White City Community Improvement Association donated \$50,000 to the Foundation, restricted to the White City Library. The Improvement Association is disbanding at the end of this calendar year and selected the White City Library to receive a portion of their distributed funds.

The **Eagle Point Library** completed a weeding project on November 18, making room for new books and better displays. One of the displays being planned is for new items in the Library of Things and some of the Book Club kits. The Friends of the Eagle Point Library hosted the Upper Rogue Chamber of Commerce luncheon on December 3, and Director May and Area Manager Charlene Prinsen shared information about the library.

Central Cluster (Medford, Central Point)

The **Medford Library's** Teen Department's 30th Anniversary was celebrated by sixteen teens who played mini-golf and participated in a book walk (instead of a cake walk) where everyone received a free book. One of the highlights of the event was looking through the photo albums dating back to the 1990s of the Medford Teen Library. South Medford High School's Bach School (BACH = Bridging the Arts, Communication and Humanities) visited with 104 students; they toured the library as part of their tour of downtown Medford. Library Associate Debbie Janes highlighted areas of interest, as well as online resources such as Learning Express, Mango, and Library2Go.

The Medford Library's second Think & Drink, in partnership with Oregon Humanities and the Friends of the Medford Library, was hosted once again at the Urban Cork. The subject was "Fake News and the Media," and Assistant Director of Public Services Claudine Taillac introduced the program with information on media literacy and why libraries are an important resource for assessing authentic information. Ms. Taillac then facilitated a panel of media specialists including Geoffrey Riley, journalist and host of JPR Jefferson Exchange; local historian Jeff Lalande; and journalist and SOU Journalism professor Terrie Martin. The event was attended by twenty-seven people who took advantage of the opportunity to ask questions about journalism, social media, and fake news. Librarian Julie Drengson presented the Guild Lecture "Your Libraries Through Time," which also included a presentation on the future of JCLS by Director May.

The **Central Point Library's** new program the "Casual Memoir Writing group" has been popular enough to be extended beyond the end date of mid-December and will continue through February. During the writing workshops, participants focus on specific memories and write up to 500 words about it.



Jackson County Library FOUNDATION

Foundation Director's Report - December 2019

Winter Appeal

JCLF's Winter Appeal launched November 15, 2019. The theme is leaving a legacy and utilizing Giving Tuesday. Our goal for the 2019 winter appeal is \$15,000. We have currently received \$3892.40. The current rate of response is 1% and return on investment is 81%. I will report monthly on appeal gains through February 2020.

Giving Tuesday Event

The Giving Tuesday event was on December 3, 2019 at Science Works in Ashland. The Foundation participated in this event to boost the winter appeal and grow our donor pool. The outcomes from the event were less than expected. The Executive Director made several networking connections. However, donor traffic was very little.

The event needed to be marketed better by Rogue Messenger, as the host, and/or a different date chosen to improve overall traffic. This is not an event JCLF will participate in again. The return on investment was not there.

Donor Recruitment

JCLF is trying a new tactic to gain donors; a coffee tumbler and gift card giveaway. A poster and entry forms will be at every branch location in Jackson County. Constituents can enter to win a fun designed JCLF logoed tumbler and \$5 coffee gift card. There will be one prize awarded for each location. The final drawing will be held January 15, 2020.

The goals is to create a new pool of contacts and grow the JCLF donor list.



Jackson County Library Foundation
 JCLF Report on Expenditure of JCLD Funding
 for the period of 11/01/2019 to 11/30/2019

Account Number	Account Name	JCLD Funding for Operations
Income		
Total Income		\$0.00
Expense		
Personnel Expenses		
60000	Salaries	\$4,583.33
Total Personnel Expenses		\$4,583.33
Total Expense		\$4,583.33
Net Income (Loss)		\$-4,583.33
<u>Summary</u>		
Beginning Fund Balance		\$9,166.67
+ Other Fund Balance Movements		\$0.00
+ Net Income / (Loss)		\$-4,583.33
= Ending Fund Balance		\$4,583.34

Jackson County Library District - 2020 Roadmap

Report Date: 12/6/2019

Big Rocks	Key Milestone	Responsible	Scheduled		New	Status	Notes / Task Owners
			Start	Stop	Actual		
Staffing	Hire Library Director	Board	Jul-19	Jul-19		Completed	
	Approve Library Director employment contract	Board	Dec-19	Dec-19	Jan-20	Behind schedule	Review 12/12/19; approve 1/9/20
	Hire HR Manager - recruitment by HR Answers	LD, DA	Dec-19	Mar-20		On target	Recruitment launched 12/6/19
	Hire Public Services Staff	LD	Mar-20	May-20			Hiring process to start in early 2020
	Hire Support Services Staff	LD	Mar-20	May-20			Hiring process to start in early 2020
	Hire Admin Staff	DA	Jan-20	May-20			Hiring process to start in early 2020
Communication	Provide initial letter to library staff	LD, LS&S, Board	Jul-19	Jul-19		Completed	
	Provide update to staff on Staff Training Day	LD, LS&S, Board	Sep-19	Sep-19		Completed	
	Provide quarterly update to staff	LD, LS&S, Board	Oct-19	Oct-19	Nov-19	Completed	
	Provide monthly update to staff	LD, LS&S, Board	Jan-20	Jun-20			Monthly communications starting Jan-20
	Draft and approve external communications plan	Advocacy Committee	Mar-20	Jun-20			
Human Resources	Contract with HR consultant	Board	Sep-19	Sep-19		Completed	
	Job market analysis, total compensation survey	HR Consultant	Sep-19	Oct-19	Nov-19	Completed	
	Present salary/benefits recommendations to Board	HR Consultant	Oct-19	Oct-19	Nov-19	Completed	
	Present HR staffing recommendations	HR Consultant	Nov-19	Nov-19		Completed	
	Approve salary schedule	Board	Nov-19	Nov-19	Jan-20	Behind schedule	Bring details back to Board by Jan-20
	Approve employee benefits	Board	Nov-19	Nov-19	Jan-20	Behind schedule	Bring details back to Board by Jan-20
	Approve HR information system	Board	Nov-19	Nov-19		Completed	Tyler-Incode selected (ERP)
	Approve HR staffing recommendations	Board	Nov-19	Nov-19		Completed	On 11/21/19
	Approve personnel policies (Employee Handbook)	Board	Jan-20	Jan-20			Wait for HR Manager?
Finance	Research accounting/HR/payroll solution	Finance Committee	Sep-19	Nov-19		Completed	
	Approve accounting/HR/payroll system and staffing	Board	Nov-19	Nov-19		Completed	Tyler-Incode selected (ERP)
	Update Board on long-range financial plan	Finance Committee	Jan-20	Jan-20		On target	
	Develop and propose 2020-2021 budget	LD, DA	Jan-20	Apr-20			
	Approve 2020-2021 budget	Board	May-20	May-20			
	HR, payroll, accounting systems implemented	DA	May-20	May-20			
Policies	Approve board governance policies	Board	Jul-19	Jan-20		On target	Policy Committee
	Approve personnel policies	Board	Nov-19	Jan-20		On target	Wait for HR Manager?
	Approve administrative policies	Board	Jan-20	Jun-20			Policy Committee
	Approve finance policies	Board	Jan-20	Jun-20			Finance/Policy Committee
Technology	Receive draft report of IT assessment	Planning Team	Aug-19	Aug-19		Completed	Carson Block Consulting
	Present IT assessment and recommendations	IT Consultant	Sep-19	Sep-19		Completed	Carson Block Consulting
	Approve IT assessment and recommendations	Board	Oct-19	Oct-19	Sep-19	Completed	
	Approve Contract for ILS	Board	Oct-19	Oct-19	Nov-19	Completed	
	District website and email migration	Technology Committee	Jun-20	Jun-20			Move District to jcls.org

Big Rocks	Key Milestone	Responsible	Start	Stop	Actual	Status	Notes / Task Owners
Facilities	Approve FFA Architecture Design Proposal	Board	Aug-19	Aug-19		Completed	
	Begin working on lease assignments, agreements	Legal Counsel	Sep-19	Sep-19	Jul-19	Completed	
	Approve renovation design and estimated budget	Board	Dec-19	Dec-19		On target	Facilities Ctte recommendation 12/12/19
	Approve facilities maintenance contract	Board	Jan-20	Jan-20		On target	Moved from May 2020 to Jan 2020
	Approve buildings transfer, lease agreements	Board	Jun-20	Jun-20			Legal counsel, DA, County
Collections	Evaluate LS&S Collections Mgmt (CM) system	LD	Oct-19	Mar-20		On target	CM system launched in October
	Contract with LS&S for CM or bring in house	Board	Mar-20	Apr-20			LD to recommend



December 12, 2019

Title: Medford Facilities Phase 1 Renovation

From: Facilities Committee

Summary:

This memo summarizes the recommendations from the Facilities Committee regarding the proposed renovations of the Medford and Ashland libraries. The immediate need is for additional offices in Medford to accommodate new staff who will be on board by July 1, 2020, when the Library District transitions from its contracts with LS&S for library services and RVCOG for accounting services to internal oversight of those areas. In order to have office spaces ready as close to July 1, 2020 as possible, work on this project needs to move forward quickly. The information contained herein is based on work contracted with FFA Architects.

Recommendation:

The Facilities Committee recommends that the Board consider a motion to commence work with Jackson County Facilities Maintenance to contract out the remodel the office spaces at the Medford Branch Library. This motion would constitute permission to begin spending money on Medford Phase 1, with the understanding that Jackson County will be managing the procurement and acting as the owner representative for the project, while working closely with the Facilities Committee. The Facilities Committee further recommends that monies from the District's Capital Improvement Fund be used to pay for the Medford Phase 1 A&E and construction costs.

The Facilities Committee does not recommend immediate action on Phase 1 of the Ashland project.

Resource Requirements:

The estimated cost for the renovation of office spaces on the first and second floors in Medford is \$1,035,682.04 including demolition, construction, furniture, and finishes. This cost estimate, attached to this memo, is based solely on the information provided by FFA. Once the final preconstruction drawings are completed by Jackson County's architect/engineer (A&E), a more accurate construction cost estimate can be developed. An additional 8-12% should be factored in for architect and engineering fees, for a total estimated cost of \$1,159,963.88.

Policies, Plans, and Goals Supported:

The renovation of office spaces will support the Board’s goal for a smooth transition.

Background and Additional Information:

With the upcoming addition of staff because of the transition coming at the end of the contract with LS&S on June 30, 2020, the Facilities Committee recognized that additional office space will be needed to accommodate them. A majority of the new staff positions are in administrative services. The District contracted with FFA Architects out of Portland, OR, for a two-phased approach to facility renovations. The District asked FFA to supply design documents that demonstrated how the library spaces could be renovated to support the goals of the organization as outlined below.

The short-term priorities for the contract with FFA include:

- Recommend space for additional staff in Medford, including flexibility for future growth in the next 2-5 years
- Use space economically
- Renovation of the meeting room level of the Ashland library, including staff break room, two conference rooms, and kitchen

FFA was asked to provide specific recommendations, including design drawings, demolition notes, and cost estimates, for Phase 1 of the Medford and Ashland Library spaces. Conceptual drawings for Phase 2 were also provided, without cost estimates.

After the November 21 Board meeting, the Facilities Committee, including Ryan DeSautel, Superintendent of Facilities Maintenance for Jackson County, met to discuss the proposed plans from FFA Architects. Mr. DeSautel suggested that the renovations to the first floor office spaces were mostly related to furniture changes and could be managed through a furniture consultant and a design-build for the electrical work that might be needed for the reconfigured office spaces. The second floor spaces would require going out to bid for a construction project, and the first step would be to hire an architect to create the construction documents. The County works closely with a local firm, ORW, and Mr. DeSautel arranged a meeting with them to discuss this project.

The Facilities Committee agreed that the office spaces on the second floor of the Medford building is the top priority for the transition. The additional office space is required to house new staff positions. Ideally, the work would be completed by June 30, 2020. By entering into a direct contract with ORW, Jackson County would be able to shorten the time needed to obtain construction drawings. The Invitation to Bid needs to go out in mid-January so that construction could start in mid- to late-February. Allowing 12-15 weeks for construction would put project completion very close to June 30, 2020.

At the same time, Rogue Community College is considering some renovations to their space in the Medford Library. Combining their project with the District's makes the most sense, since the space will already be disrupted. The wing of the second floor that contains the administrative offices and RCC Library would likely need to be closed for the duration of the remodel. Director May met with RCC Library Director Robert Felthousen, and he said that they will work with us to help the project go smoothly with the least disruption to students. Felthousen indicated that mid-June to mid-September would be a better timeframe for RCC because their summer session is quieter than the regular academic school year; however, RCC will work with the Library and the timeline that is best for the overall project. The Library will work together to ensure that RCC library functions continue during the renovation.

The timing of the renovation project is contingent upon the current market for construction labor, and the Library will need to be flexible in the timing. That said, the Library's goal is still to complete construction by June 30, 2020.

The proposed recommendation for phase 1 in Ashland, while not as high a priority as Medford, can be approached concurrently, as long as it does not delay the timing of the Medford project. Director May will be meeting with the Friends of the Ashland Library, who have set aside funds to support a renovation project, in January 2020 to discuss the project, timeline, funding, etc.

Attachments:

Cost estimates and design documents for Phase 1 of the Medford office spaces, both provided by FFA Architects.

Medford Renovation Cost Estimates - Phase 1

Construction 1st Floor	\$98,024.65	
Construction 2nd Floor		\$242,575.00
Estimating Contingency	\$19,604.93	\$48,515.00
Index to construction (%/mo.)	\$5,881.48	\$14,554.50
Economic Factor	\$9,802.47	\$24,257.50
General Requirements	\$15,997.62	\$39,588.24
Contractor Overhead (15%)	\$22,396.67	\$55,423.54
	<u>\$171,707.82</u>	<u>\$424,913.78</u>

Total Estimated Construction Costs **\$596,621.60**

Fixtures, Furnishings, Equipment (FF&E)

FF&E 1st Floor	\$179,354.67	
FF&E 2nd Floor	\$259,705.77	
	<u>\$439,060.44</u>	

*FF&E estimates include 4% inflation factor; shipping & delivery (12%); installation (12%); and estimating contingency (5%)

Total Estimated Project Cost **\$1,035,682.04**

**FFA's estimate does not include architectural/engineering fees, estimated at 8-12%

Cost estimate with additional fees (12%) **\$1,159,963.88**



JACKSON COUNTY LIBRARY SERVICES

MEDFORD AND ASHLAND FACILITY SPACE PLANNING

MEDFORD FIRST FLOOR PLAN - EXISTING

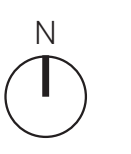
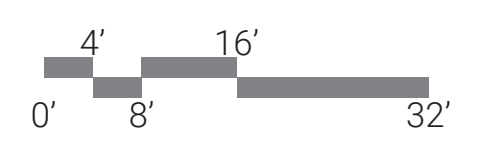


FIRST FLOOR PLAN - PROPOSED



LEGEND

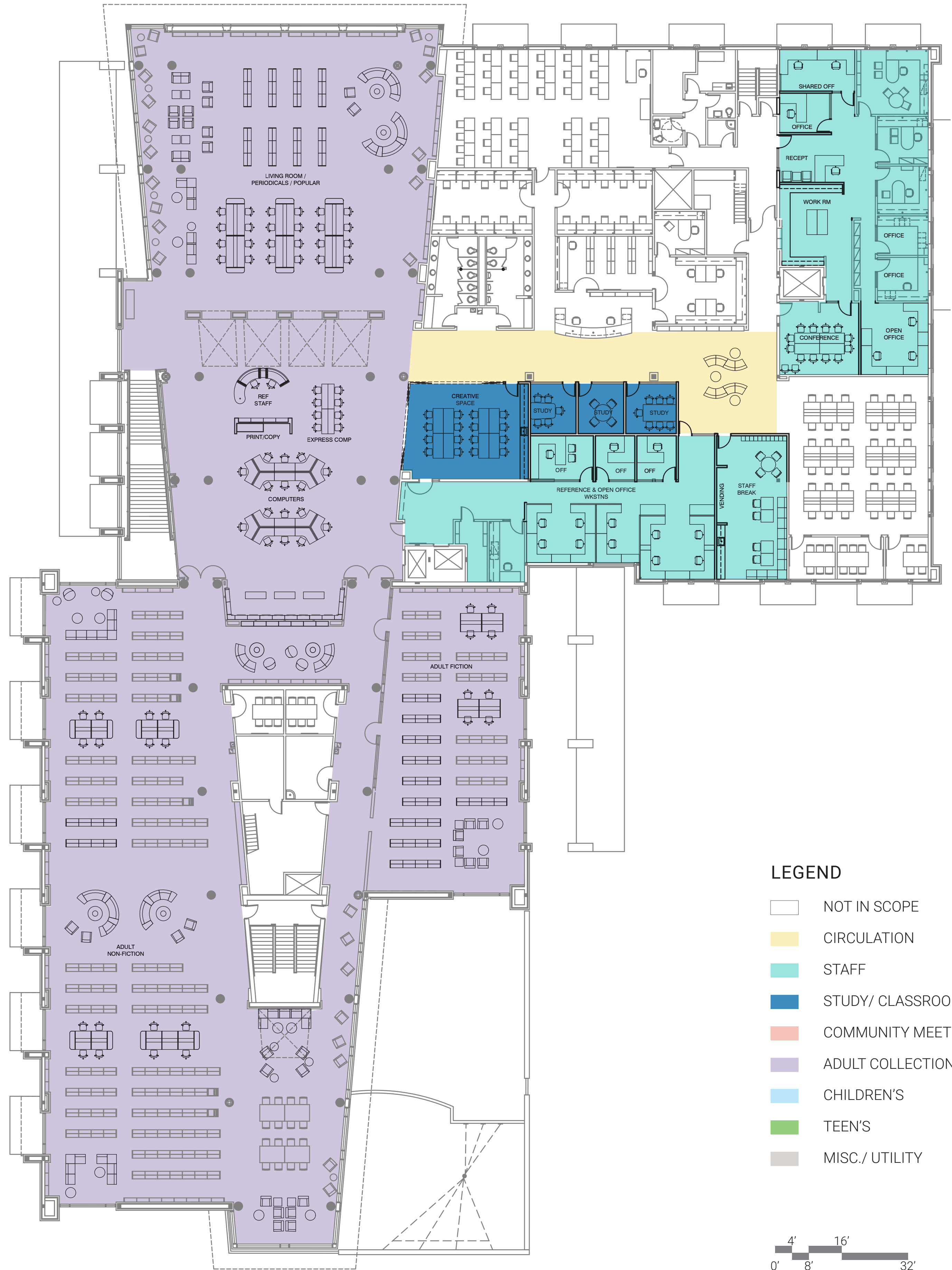
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- CIRCULATION
- STAFF
- STUDY/ CLASSROOMS
- COMMUNITY MEETING ROOMS
- ADULT COLLECTION
- CHILDREN'S
- TEEN'S
- MISC./ UTILITY



MEDFORD SECOND FLOOR PLAN - EXISTING

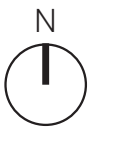
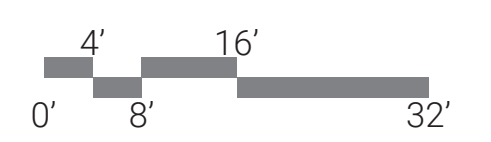


SECOND FLOOR PLAN - PROPOSED

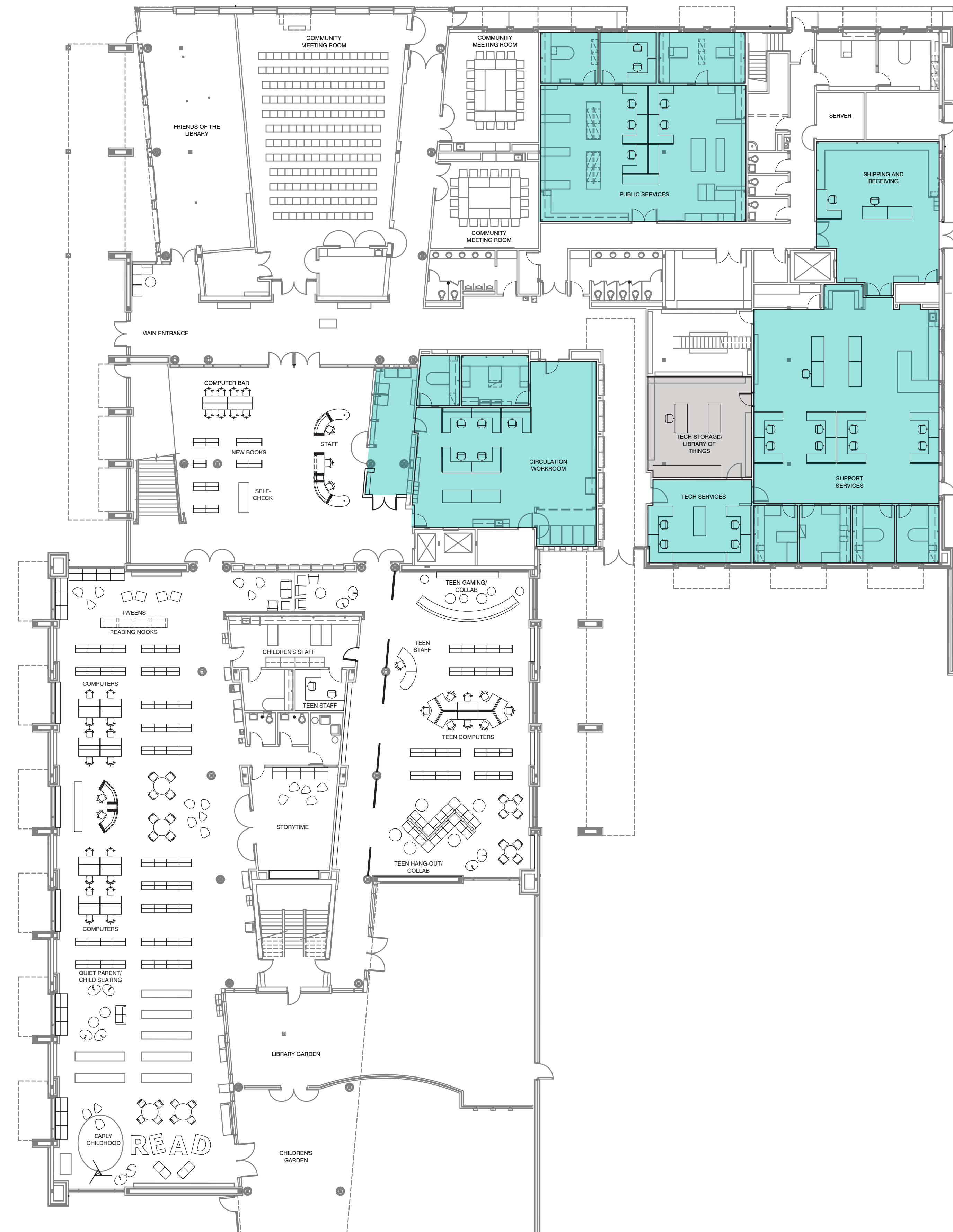


LEGEND

- NOT IN SCOPE
- CIRCULATION
- STAFF
- STUDY/ CLASSROOMS
- COMMUNITY MEETING ROOMS
- ADULT COLLECTION
- CHILDREN'S
- TEEN'S
- MISC./ UTILITY



MEDFORD FIRST FLOOR PLAN

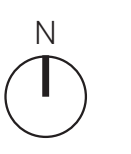
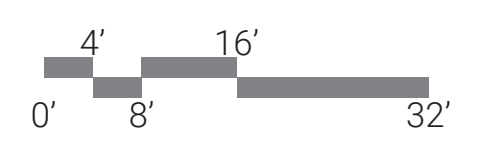


SECOND FLOOR PLAN



LEGEND

- NOT IN SCOPE
- CIRCULATION
- STAFF
- STUDY/ CLASSROOMS
- COMMUNITY MEETING ROOMS
- ADULT COLLECTION
- CHILDREN'S
- TEEN'S
- MISC./ UTILITY



November 21, 2019

Title: Draft Compensation Philosophy / HR Answers' Recommendations

From: Lisa Marston, District Administrator

Recommendation:

For the Board to schedule a work session for January 23, 2020:

- To align on a total compensation philosophy statement, which the Board will be asked to approve at the February 13, 2020 regular meeting. A suggested compensation philosophy statement drafted by HR Answers is attached below.
- To align on a total compensation package (salary schedule, benefits, retirement), which the Board will be asked to approve at the February 13, 2020 regular meeting.
- To approve HR Answers' recommendation that the District use a common government recruitment practice called Direct Appointment for the initial transition to support a smooth and timely hiring process.

Budget Impacts:

The purpose of the work session will be to review and discuss the budget impacts of different options for total compensation. The options and "what if" scenarios presented during the work session will use the financial forecasting model developed last year, which will be updated with the salary, benefits and retirement recommendations that HR Answers presented to the Board at the November 14, 2019 Board Work Session, as summarized below in the Background and Additional Information section.

Per the Board, the options that staff bring to the Board at the January 23, 2020 work session should reflect these four guiding principles:

1. Better pay.
2. More hours.
3. Good benefits.
4. Levy of .52 cents per thousand.

Policies, Plans, and Goals Supported:

Shared Vision for an Effective Transition by July 1, 2020:

- The transition is seamless for patrons and staff.
- The transition is smooth for staff and we have a high retention rate.
- We operate at our current levy of \$0.52 per \$1,000 through June 30, 2021.
- We make data driven decisions.
- We have appropriate staff and organizational structure to support our operations.



Background and Additional Information:

The following data and recommendations from HR Answers will be used to update the salary data in the financial forecasting model:

- A market-relevant salary schedule based on recent data gathered through a salary survey HR Answers conducted for the District.
- Placement of jobs within the salary structure based on market, organizational structure, and budget, i.e., what can we afford?
- A hiring range below the market reference point.

HR Answers also conducted a benefits and retirement survey for the District. Based on the data gathered through that survey, the benefits and retirement data in the financial forecasting model will be updated to incorporate the following recommendations from HR Answers:

- Premium split of 90% employer / 10% employee for health insurance
- Eligibility threshold of 20 hours per week
- Long Term Disability benefit
- Life Insurance benefit
- Employee Assistance Program (EAP) benefit
- Flexible Spending Account (FSA) benefit, partially funded by the employer, i.e., 50%
- 6% employer contribution to 401a retirement plan, with 2% contingent on the employee matching the employer's initial contribution of 4%

Additional information regarding the salary and benefits surveys, as well as HR Answers' recommendations, can be found in the minutes of the November 14, 2019 Board Work Session, which are included in this Board packet under the Consent Agenda.

Attachments:

- Draft Compensation Philosophy Statement



DRAFT COMPENSATION PHILOSOPHY STATEMENT:

The Jackson County Library District will provide a total compensation package, considering both internal and external equity. Internal equity will measure five characteristics of each job; knowledge, skill, effort, responsibility, and working conditions. External equity will measure the components of our total compensation package against organizations in our region with comparable size, operating budget, and structure as well as our market. Market is defined as where we get our employee from and where we lose them to, which may be different than comparable organizations. The total compensation package will include wages, benefits (leaves and insurances), and retirement appropriate for competition in our geographic region and industry. Decisions regarding individual factors of compensation will be made in consideration of the total compensation package, financial sustainability, and current and future goals.



ANSWERS



MEMORANDUM

Date: December 5, 2019

From: Susan Kiefer, Board President

To: JCLD Board of Directors

Re: Draft Employment Contract for Library Director

Attached to this memorandum is the draft employment contract for Kari May, Library Director. The contract is based on a template originally developed by legal counsel with attention to the terms and conditions frequently associated with the hiring of a chief executive officer for a special district. It has been reviewed and edited by Director May, Administrator Marston, and our attorney, Jacquelyn Bunick. It is on the December agenda for discussion with the intention of presenting a finalized contract for approval in January. Please note that the Library Director Job Description, which is referenced in the draft agreement as Exhibit A, will be brought to the Board for approval at a later date. If you have suggestions or comments after this meeting, please send them in writing to me no later than January 1, 2020.

**JACKSON COUNTY LIBRARY DISTRICT
LIBRARY DIRECTOR
EMPLOYMENT AGREEMENT**

THIS AGREEMENT made and entered into on dates set forth below by and between JACKSON COUNTY LIBRARY DISTRICT, a special district in the State of Oregon that provides library services to the community, (“District”), and Kari May (“Library Director”).

RECITALS

- A. District desires to employ Library Director to be directly responsible for all day-to-day functions of the library system and report to the District Board of Directors (“Board”).
- B. District desires to fix the Library Director’s salary, provide certain benefits, establish expectations, and set working conditions.
- C. Library Director desires to accept employment as provided herein.

AGREEMENT

In consideration of the mutual covenants contained herein, District hereby employs Library Director and Library Director hereby accepts such employment upon the terms and conditions as set forth below.

- 1. Recitals Incorporated:** The recitals are incorporated by reference as if fully set forth herein.
- 2. Duties:** As the chief executive officer of the District, Library Director shall carefully and diligently, in accordance with standards of judgment and discretion reasonably expected, exercise and fulfill those powers, duties and responsibilities set forth in the Library Director’s Job Description, attached hereto as Exhibit A, and to perform such other legally permissible and proper duties and functions as the Board shall from time to time assign. In her performance, Library Director shall give due attention and recognition to all District rules, regulations and policies and shall see to the conduct of affairs of the District in accordance with state, federal and other laws, rules and regulations. Library Director shall maintain any records pertinent to performance of her duties in such a manner as to clearly document her performance. Library Director is required to attend all regular meetings of the Board and is permitted to participate in any discussions.
- 3. Work Hours:** Library Director’s work schedule shall be appropriate to the needs of the District and shall allow Library Director to faithfully perform her assigned duties and responsibilities. Library Director is a full-time salaried position, exempt from minimum wage and overtime requirements. It is recognized that Library Director must devote a great deal of time outside normal working hours on District Business.

//

4. Place of Work: Library Director's office and primary place of work shall be an office located in the Medford Library at 205 S Central Avenue, Medford, Jackson County, Oregon. The parties anticipate that the Library Director will regularly travel to other District facilities within the District's boundaries.

5. Effective Date and Duration: This Agreement shall commence on July 1, 2020, and shall renew automatically on July 1, 2022, unless terminated or renewed prior to that date.

6. Exclusive Employment and Outside Activities: Library Director shall be devoted full time to the performance of her duties under this Agreement. Library Director agrees to remain in the exclusive employment of District until employment is terminated as provided for in this Agreement. The employment provided for by the Agreement shall be Library Director's primary employment. Upon advance notice to the Board President, Library Director may elect to participate in outside activities, including but not limited to teaching, writing, or consulting activities, with the understanding that such activities must neither interfere with nor constitute a conflict of interest with Library Director's responsibilities under this Agreement.

7. Compensation

7.1 Salary: The District agrees to pay the Library Director for services rendered pursuant hereto an annual base salary of One Hundred Twenty-Five Thousand dollars (\$125,000.00), payable in equal bi-weekly installments with payroll deductions. Any cost of living increase granted to other employees of the District who are exempt from overtime and minimum wage requirements (hereinafter "exempt employees") shall be granted to Library Director at the same time as it is granted to other exempt employees.

7.2 Benefits

7.2.1 Employee Benefits: Except as noted in this Agreement, District agrees to extend to Library Director the same benefits offered to other exempt employees as outlined in the Employee Handbook, which is incorporated herein by this reference. Benefits provided to Library Director but not detailed herein include sick leave, paid holidays, mileage, travel reimbursements, etc.

7.2.2 Vacation: "Contract Year" for purposes of this section shall mean July 1 to June 30. Library Director shall accrue paid vacation benefits at the rate of one hundred sixty (160) hours per Contract Year. An initial one hundred sixty (160) hours of vacation benefits shall be credited to Library Director's account upon the effective date of this Agreement. Additional vacation hours will accrue on a monthly basis starting on the effective date of this Agreement. Library Director may carry up to one hundred twenty (120) unused vacation hours into the following Contract Year. A maximum of two hundred eighty (280) vacation hours may be utilized in any one Contract Year. Otherwise accrued but unused vacation days shall not carry over into subsequent Contract Years. Accrued but unused vacation days shall not be compensated, except in the event employment is terminated as provided for in this Agreement, at which time the balance would be paid out as outlined in section 14.

8. Defining Library Director Objectives: The Board and Library Director shall define such mutual District goals and Library Director performance objectives which they determine necessary for the proper operation of the District and attainment of the District's strategic objectives. The parties shall further establish a relative priority among those goals and objectives. The goals and objectives shall be drafted by the Library Director and approved by the Board. The Library Director will provide a report on progress toward addressing the goals and objectives as requested by the Board. The Board and Library Director shall meet at least once per year to define and modify the goals and objectives.

9. Evaluation: The Board shall review and evaluate Library Director's performance at least annually at a time and place determined by the Board. The evaluation criterion and methods shall be mutually agreed to by District and Library Director. If warranted, and at the District's sole discretion, the District may increase the Library Director's compensation based upon the results of the annual performance evaluation. Any increase in compensation during the term of this Agreement shall be approved by the Board in an open meeting before payment is made to Library Director. The final results of the evaluation shall be reduced to writing, reviewed and approved by the Board, and provided to the Library Director. Library Director shall be provided an adequate opportunity to discuss the evaluation with the Board within thirty (30) days of completion of the review. A copy of the completed, signed evaluation will be maintained in the Library Director's personnel file.

10. Ownership of Work Product; License: All work products of Library Director that result from her employment under this Agreement are the exclusive property of the District. In addition, if any of the work products contain intellectual property of Library Director that is or could be protected by federal copyright, patent, or trademark laws, or state trade secret laws, Library Director hereby grants District a perpetual, royalty-free, fully paid-up, nonexclusive and irrevocable license to copy, reproduce, deliver, publish, perform, dispose of, use and re-use, in whole or in part, and to authorize others to do so, all such work products.

11. Other Terms and Policies: In the event of a discrepancy between the District's generally applicable standards or personnel policies and a provision of this Agreement, this Agreement shall control.

12. Termination, Severance Pay, and Resignation

12.1.1 Termination without Cause: District may terminate this Agreement without cause. If District decides to terminate this Agreement without cause, the District may elect at its sole discretion to either (1) place Library Director on administrative leave with pay for three months after the date Library Director is placed on administrative leave or (2) pay Library Director three months' salary in a lump sum at the time of termination of employment. The severance pay amount provided under this section shall increase by one (1) month for each Year of Service Library Director has completed with District, up to a maximum of nine (9) months' worth of pay. "Year of Service" for purposes of this section shall mean July 1 to June 30. District agrees to provide and pay for medical insurance benefits during the period that Library Director is on paid administrative leave and for the number of months covered by the severance payment. Payment under this section

shall be Library Director's sole remedy for termination without cause and Library Director shall be entitled to no other compensation.

12.1.2 Request for Resignation: At its sole discretion, and upon approval by a majority of the Board, the District may request in writing that Library Director resign in lieu of dismissal. Upon such written request, the Library Director may elect in writing to resign in lieu of dismissal. The District's written request and Library Director's written resignation under this Section 12.1.2 shall be deemed termination without cause as provided in Section 12.1.1.

12.1.3 Release Required: As a condition of the District's payment under this Section 12.1, Library Director will be required to release the District, its officers, representatives, insurers, and employees from claims arising from employment with the District and separation of employment.

12.2 Termination for Cause: District may immediately terminate this Agreement for cause at any time upon written notice to Library Director. Cause is defined for purposes of this section as: (1) repeated or gross negligence or willful misconduct by Library Director in performance of Library Director's employment duties; (2) a willful refusal by Library Director to perform her employment duties; (3) commission by Library Director of a felony or act of moral turpitude; or (4) any unexcused absence by Library Director from her employment duties for a period of five consecutive days. District's total obligation to Library Director under this section shall be limited to all earned salary, reported reimbursable expenses, and paid leave accrued to the date of termination as otherwise provided in this Agreement.

12.3 Further Acts upon Notice of Administrative Leave or Termination: Upon receiving a notice of administrative leave or termination, Library Director shall immediately cease all activities under this Agreement, unless expressly directed otherwise by District. Further, upon District's request, Library Director shall deliver to District all documents, information, works-in-progress, and other property related to Library Director's employment with the District.

12.4 Resignation: Nothing in this Agreement shall limit the right of the Library Director to resign her position with the District, provided that in such event, Library Director provides the District written notification of resignation a minimum of thirty (30) days in advance of its effective date. Library Director shall be entitled to all earned salary, expense reimbursements, and paid leave accrued to date of termination as otherwise provided in this Agreement. Library Director shall not be entitled to severance payment or paid administrative leave upon resignation except as otherwise provided in Section 12.1.2.

13. Indemnification and Settlement Approval

13.1 The District shall hold harmless, indemnify, and defend Library Director from claims, suits, and actions arising in the course of employment as provided under the Oregon Tort Claims Act (ORS 30.260-300), and the District shall fully comply with such legal requirements are applicable at the time of any demand by Library Director for indemnity or defense thereunder. Notwithstanding the foregoing, Library Director shall not be entitled to indemnification for claims related to: (1) any breach of Library Director's duty of loyalty to the District; (2) acts or omissions

not in good faith or involving gross negligence, intentional misconduct, or a knowing violation of the law; or (3) any transaction from which Library Director derived an improper personal benefit. Library Director shall have no liability to the District as a result of her conduct or actions occurring within the ordinary course and scope of Library Director's duties under this Agreement.

13.2 Library Director may request, and District shall not unreasonably refuse to provide or withhold approval of, independent legal counsel at the District's expense for any claim subject to this section. Legal representation shall extend until final determination of the claim, including any appeals.

13.3 Any settlement or compromise of any claim by Library Director shall be made with prior approval of District in order for indemnification, as provided in this section, to be available to Library Director. Library Director recognizes that District has the right to compromise and settle any dispute, unless the settlement or compromise would result in judgment or order which personally binds Library Director, in which case Library Director shall have a veto authority over the settlement or compromise.

14. Other Terms and Conditions of Employment: District shall fix any other terms and conditions of employment, as it may determine from time to time, relating to the performance of Library Director, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement or any other law.

15. Dispute Resolution: In the event of any dispute or material disagreement relating to the interpretation or enforcement of this Agreement, alleged breach of this Agreement, the employment relationship (including any wage claim, claim for wrongful termination, or any claim based upon any statute, regulation, or law, including those dealing with employment discrimination, sexual harassment, civil rights, age, or disabilities), including tort claims (except a tort that is a compensable injury under Workers' Compensation law), the parties shall promptly meet, in executive session in accordance with law, to discuss, negotiate and, so far as is possible and practical, attempt to resolve such disputes or disagreements. In the event of any legal dispute that the parties have been unable to resolve informally, the District and Library Director agree that the matter shall be resolved in final and binding arbitration in accordance with the then effective arbitration rules of the Arbitration Service of Portland. A copy of the rules can be obtained at www.arbserve.com. Judgment upon the award rendered pursuant to such arbitration may be entered in any court having jurisdiction thereof.

16. No Third-Party Beneficiaries: Nothing in this Agreement gives, is intended to give, or shall be construed to give or provide, any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Agreement.

17. Entire Agreement: This Agreement sets forth the entire understanding of the parties. Except as otherwise provided herein, this Agreement supersedes any and all prior negotiations, discussions, agreements, and understandings between the parties.

//

18. Amendment: This Agreement may not be modified, altered, or changed except upon express written consent of all parties, wherein specific reference is made to this Agreement.

19. Severability: If any provision of this Agreement shall be invalid or unenforceable, the remaining provisions thereof shall continue to be fully effective.

20. Non-Waiver: A provision of this Agreement may be waived only by a written instrument executed by the party waiving compliance. Failure to enforce any provision of this Agreement shall not operate as a waiver of such provision or any other provision. Waiver by any party of strict performance of any provision of this Agreement shall not be a waiver of or prejudice any party's right to require strict performance of the same provision in the future or of any other provision. No waiver of any provision of this Agreement shall constitute a waiver of any other provision, whether or not similar, nor shall any waiver constitute a continuing waiver.

21. Venue, Governing Law, and Interpretation: This Agreement has been executed and delivered in the State of Oregon and the laws of such state shall govern the validity, construction, enforcement, and interpretation of this Agreement without regard to its conflict of laws provision. Exclusive jurisdiction for any dispute concerning this Agreement shall be in Jackson County, Oregon.

22. Attorney Fees: If a suit, action, arbitration, or other proceeding of any nature whatsoever is instituted or if the services of an attorney are retained to enforce any provision of this Agreement, or with respect to any dispute relating to this Agreement, the prevailing party will be entitled to recover from the losing party its attorneys' fees, paralegal fees, accountant fees, and other expert fees, as well as other fees, costs, and expenses actually incurred in connection therewith. In the event of a suit, an action, an arbitration, or other proceeding, the amount of fees will be determined by the judge or arbitrator, will include fees and expenses incurred on any appeal or review, and will be in addition to all other amounts provided by law.

23. Legal Representation Acknowledgements: The parties acknowledge that they have read this Agreement, that they have been provided an opportunity to have it fully explained to them by counsel of their own choice, and that they are fully aware of the contents of this Agreement and of its legal effect. The rule of construction that a written agreement is construed against the party preparing or drafting such agreement shall specifically not be applicable in the interpretation of this Agreement or any documents executed or delivered under this Agreement.

24. Execution and Counterparts: This Agreement may be executed in counterparts, each of which shall be an original, all of which shall constitute but one and the same instrument.

25. Further Assurances: The parties agree to cooperate fully and to execute any and all supplementary documents and to take all additional actions that may be necessary or appropriate to give full force to the terms of this Agreement.

//

26. Notices: Notices required by this contract must be given in writing by personal delivery or mail, at the following addresses, unless some other means or method of notice is required by law.

Kari May
Jackson County Library District
205 S Central Avenue
Medford, Oregon 97501

President, Board of Directors
Jackson County Library District
205 S Central Avenue
Medford, Oregon 97501

Each party will notify the other of any change of address.

IN WITNESS WHEREOF, THE PARTIES OR THEIR DULY AUTHORIZED REPRESENTATIVES HAVE SIGNED THIS CONTRACT:

JACKSON COUNTY LIBRARY DISTRICT

By: Susan Kiefer, Board President

Date

KARI MAY

Kari May

Date

Reviewed as to legal sufficiency:

Jacquelyn Bunick

Date



December 12, 2020

Title: 2020 Holidays and Library Closures

From: Kari May, Library Director

Actions, Options, or Potential Motions:

Approve holiday dates for 2020, as well as other dates the library will be closed (i.e. staff development day). Note that the request for Sunday, April 26, is to be open an additional hour during Medford Comic Con.

Recommendation:

Library staff recommends the holiday and library closures be approved.

Background and Additional Information:

In previous years, the Library Board has approved nine (9) regular paid holidays. This request confirms the actual dates that holidays will be observed in 2020. This agenda item does not address staff benefits, just the holiday and library closure dates.

New Year's Day	1/1/2020 Wednesday
MLK Birthday	1/20/2020 Monday
Presidents Day	2/17/2020 Monday
Memorial Day	5/25/2020 Monday
Independence Day	7/4/2020 Saturday
Labor Day	9/7/2020 Monday
Veteran's Day	11/11/2020 Wednesday
Thanksgiving Day	11/26/2020 Thursday
Christmas Day	12/25/2020 Friday

Other Closed Dates: Friday, August 28, 2020 – Staff Development Day

Additional hour OPEN in Medford Only on Sunday, April 26, 2020 for Medford Comic Con



December 12, 2019

Title: MOU with Friends, Jackson County Library Foundation, and Jackson County Library District

From: Kari May, Library Director

Summary:

Director May has been working with a committee with representatives from several Friends groups to draft the attached MOU, which has been discussed at a Friends' Presidents Forum meeting. The meeting had representation from thirteen out of the fifteen Friends organizations as well as the Foundation.

Actions, Options, or Potential Motions:

Director May asks the Board to review and discuss the draft MOU so that their feedback can be incorporated into the document.

Policies, Plans, and Goals Supported:

This MOU will help clarify each organization's understanding of the relationship and responsibilities of each entity as each of them help to strengthen and support the mission of the Jackson County Library District.

Background and Additional Information:

Several years ago, the Library began working on a Memorandum of Understanding (MOU) to codify the relationships between the 15 branch library Friends groups, the Jackson County Library Foundation, and the Jackson County Library District. The project was on hold until this year, when Library Strategies was hired as a consultant to explore the relationships between these organizations and make recommendations for how they could move forward together in the future. One of their recommendations was to draft an MOU.

Attachments:

Memorandum of Understanding between Jackson County Library District, Friends of the Libraries, and the Jackson County Library Foundation

MEMORANDUM OF UNDERSTANDING

among and between the

Jackson County Library District, Friends of the Libraries, and the Jackson County Library Foundation

The following will constitute an operating agreement between the Friends of the Jackson County Library System's individual branch libraries (Friends), the Jackson County Library Foundation (Foundation) and the Jackson County Library District (Library). Once approved by the boards of the seventeen organizations, it will stand until and unless it is modified by mutual agreement of the boards of all of the organizations. The boards of all organizations agree to review this memorandum every three years.

The missions of the Friends and Foundation are to raise funds and public awareness in the community, and provide other resources, to support the services and programs of the Library. As non-profit, 501(c)(3) organizations, however, both the Friends and Foundation are legally separate and distinct entities, and not a part of the Library.

The Friends and Foundation are also legally distinct organizations, governed by separate boards. With parallel missions in support of the Library, all groups are committed to supporting and sustaining the work of both organizations.

Section 1: The Library

1. **The Library** agrees to include the Friends and Foundation in long-term planning processes to ensure that all organizations are included and aware of the goals and direction of the Library, as set by the elected Library Board.
2. **The Library** annually agrees to share with the Friends and Foundation the Library's strategic initiatives and discuss how their resources and support might help forward these initiatives.
3. **The Library** agrees to supply the Friends and Foundation with a request each year that indicates the anticipated Library initiatives and related budget needing their support.
4. **The Library** agrees to provide the Friends and Foundation with modest, reasonable support to assist them with book sales, meeting coordination, promotions and publicity, special events, and other activities. The appropriate level of staff support, which will not reduce or alter public library service, will be determined by the Library Director, in consultation with the Friends and Foundation boards.
5. **The Library** agrees to provide appropriate public space for Friends and Foundation membership, fundraising and promotional materials.

6. **The Library** agrees to provide the Friends with appropriate, mutually-agreed upon space in the Library for book storage and sorting, book sales, and office needs. The Library agrees to communicate with the Friends about any reallocation of space. The Library agrees to allow both the Friends and Foundation with access to meeting room space. In all cases, the use of Library space by the Friends and Foundation will not take precedence over Library operations or regular use of the spaces by the public.
 7. **The Library** acknowledges that both the Friends and Foundation are independent organizations, and as such, donations to the Library from either organization will be determined by their respective boards.
 8. **The Library** agrees to encourage all private donors to make their gifts to either the Friends or Foundation as is appropriate.
 9. **The Library Board** agrees to allow room on their meeting agendas for a report from either the Friends or Foundation, if requested by a Friends or Foundation board's president at least one week prior to the meeting.
-

Section 2: Friends and Foundation

1. **The Friends and Foundation** agree to publicly support the Library and its policies.
2. **The Friends and Foundation** agree to respect the privacy of Library patrons.
3. **The Friends and Foundation** agree to include a member from the library's administration (i.e. branch manager or library director) as a non-voting presence at all board and membership meetings and to allow room on the agenda for a Library report if requested in advance.
4. **The Friends and Foundation** agree that any and all monies raised will be spent for Library programs, services, and other needs defined by the Library, or for their own operations, unless otherwise agreed to by the Friends, the Foundation, and the Library. The Friends and Foundation will only support initiatives approved by the Library Board or determined by the Library Director.
5. **The Friends and Foundation** agree to coordinate activities, especially fundraising activities, with each other and maintain a master calendar of events. The Friends and Foundation will support each other's work, including publicizing major activities to each organization's donor or membership base.
6. **The Friends and Foundation** agree that the Library Board has the final say in accepting or declining any and all gifts made to the Library. If a donor to either the Friends or Foundation makes a gift with a restricted purpose at the Library, and the Library Board accepts such gift, the Library will abide by the restrictions set forth by the donor or the support organizations. When possible, the Friends and Foundation will consult with the Library Director before accepting any restricted gifts on behalf of the Library.

7. **The Friends and Foundation** agree to create and maintain appropriate policies and procedures to assure strong financial stewardship of their resources, the privacy of their donors, appropriate acceptance of donated gifts, and other matters as required by law or that are standard non-profit best practices. Additionally, all organizations agree to submit annual reports as required by local, state or federal law, and to make their financial records available to the Library.
 8. **The Friends and Foundation** agree that if the Friends ceases to actively fundraise and promote the Library, the Friends will disband. If the Friends disbands or dissolves, any assets they hold will be transferred to the Foundation in a branch-restricted fund. Should the Friends reorganize in the future, any or all of the funds remaining in the branch-restricted fund may be made available to the Friends.
-

Section 3: Friends

1. **The Friends'** primary roles and responsibilities will be to raise funds to support their branch library. The Friends may develop additional activities that support its mission statement or the Library, in consultation with the Library Director.
 2. **The [Library and] Friends** will encourage donors wishing to set up endowments or permanent funds in support of the Library to make their contributions to the Foundation.
 3. **The Friends** will provide an annual written report, including budget information and highlights from the year to the Library.
-

Section 4: The Foundation

1. **The Foundation's** primary roles and responsibilities will be to raise funds through annual campaigns; work with major donors, corporations and foundations; planned giving; for capital projects; and major special events. The Foundation may develop additional activities, such as advocacy, public awareness, and programming, in consultation with the Library Director.
 2. **The Foundation** agrees to oversee any endowments or permanent funds that are created to support the Library.
 3. **The Foundation** will allow the Chair of the Friends President's Forum or a designee to attend Board meetings as appropriate.
-

Approved by the Jackson County Library Board on _____.

Approved by the Board of the Friends of the Jackson County Libraries on _____.

Approved by the Board of the Jackson County Library Foundation on _____.



Date: December 12, 2019

Title: Waive Long Standing Charges – Payment Plans

From: Kari May, Library Director

Summary:

The Library currently has \$6,289.86 in long-standing late fees from patrons with Restricted (i.e. blocked) access to library services because of these late fees. Staff recommends waiving these long past-due fees and allowing those patrons to be reinstated as active cardholders. The Library would reach out to these users with a positive message that fees were waived to encourage them to come back to the library.

Actions, Options, or Potential Motions:

Review, discuss, and move to approve.

Recommendation:

Library staff recommends waiving the fees for the library patron type “Restricted.”

Resource Requirements:

While no money would be expended, \$6,289.86 in fines and fees would be waived and no longer an outstanding balance that the Library would be unlikely to recover.

Policies, Plans, and Goals Supported:

By waiving the existing charges and changing the way that patrons owing money in excess of \$25 access library services, this proposal supports the 2-Year Plan to Increase Active Cardholders within Jackson County.

Background and Additional Information:

Patrons who have been sent to bankruptcy and others who had difficulty paying off their account balances were offered payment plans to reduce their debt. This system has proven to be time consuming for staff, and it has not resulted in significant amounts of the outstanding debts being paid off. Staff would like to start fresh with a new system of managing accounts that have accumulated charges more than \$25, and waiving the existing balances will make that process more seamless. Staff are exploring ways to allow patrons with excessive fines on their accounts, which effectively blocks them from checking out more materials, to continue to have

access to the Library's digital resources, including in-house use of computers, databases, and downloadable e-books and e-audiobooks. These services would not incur any additional fees on a patron's account and allows them to continue to be active users of the library, which is the goal of the 2-Year Plan to Increase Active Cardholders.

Beyond the proposed waiving of the \$6,289.86, staff will further investigate additional opportunities for relieving fine debt that may be preventing other patrons from being active cardholders. The Board will be presented with proposed options and actions once those determinations have been made.



December 12, 2019

Title: Budget Committee Member Recruitment

From: Lisa Marston, District Administrator

Recommendation:

For the Board, with support from staff:

- To begin soliciting candidates to serve as citizen members on the District’s budget committee. Two candidates need to be selected for a three (3) year term, ending in January 2023. One candidate needs to be selected to complete a two (2) year term, ending in January 2022.
- To appoint an ad hoc Board committee to offer advice on recruitment; review applications; and make a recommendation to the Board.
- To identify a contact person(s) for interested candidates to call with questions or to request further information.

Policies, Plans, and Goals Supported:

Board Committees Policy; ORS Chapter 294

Background and Additional Information:

The Jackson County Library District's Budget Committee consists of the five governing Board members and an equal number of citizens at large. The citizens are appointed by the governing body and serve terms of three years. Terms are staggered so that one-third of the appointed terms end each year. Citizen members currently serving on the committee include:

- Kevin Keating, Medford – Term Ends: January 2020
- Cathy de Wolfe, Medford – Term Ends: January 2020
- Cathy Prazenica, Medford - Term Ends: January 2021
- Gerri Davis, Medford – Term Ends: January 2022
- Eric Dziura, Medford – Term Ends: January 2022 (*elected to JCLD Board*)

With Eric Dziura’s election to JCLD’s Board and two terms expiring in January 2020, the Board should be prepared to appoint three (3) new citizen Budget Committee members by the February 13, 2020 Board meeting.

Attachments:

- Public Notice Seeking Candidates for JCLD Budget Committee
- JCLD Budget Committee Member Application





Jackson County Library District Seeks Candidates for Budget Committee

Medford, Oregon (December 12, 2020) - The Jackson County Library District is seeking candidates to serve on its Budget Committee. Applications are available at any library or at www.jacksoncountylibrarydistrict.org. Two candidates will be selected for a three (3) year term. One candidate will be selected for a two (2) year term. Candidates should have experience in creating budgets and the ability to understand financial statements. Knowledge of financial policy and procedures for non-profits and special districts is desired. The candidates should have the time to dedicate to this professional volunteer opportunity, which would involve attendance at scheduled meetings over a two to four month period and occasional special projects.

An application form for the Committee is available on the Library District web site at jacksoncountylibrarydistrict.org. Paper copies are available at all library branches. Applications will be accepted until January 13, 2020.

Please call _____ at _____, for further information.

**JACKSON COUNTY LIBRARY DISTRICT BUDGET COMMITTEE
APPLICATION & CANDIDATE INFORMATION SHEET**

NAME:

HOME ADDRESS:

HOME TELEPHONE

BUSINESS TELEPHONE:

OCCUPATION OR TITLE:

E-MAIL ADDRESS

NOTE: The applicant must be a resident of Jackson County and a registered voter.

Why do you wish to serve on the Budget Committee?

Please list qualifications and skills you have which would be valuable if you are appointed to this position. You may attach a resume.

Please list personal and/or professional interests relevant to this committee

Please list any previous or present civic involvement, such as city council, board or commission member, citizens committee, etc.:

Are you available to attend daytime meetings?

Are you available to attend evening meetings?

Date _____ Signature _____

SEND APPLICATION TO: **Jackson County Library District**
 ATTN: District Administrator
 205 S. Central Avenue
 Medford OR 97501

Volunteer positions are open to all persons without regard to race, sex, age, handicap, religion, ethnic background, or national origin.



December 12, 2019

Title: City of Ashland Vertical Housing Development Zone

From: Lisa Marston, District Administrator

Recommendation:

For the Board:

- To consider participating in the partial property tax exemption that may be granted for a period of 10 years to certified projects located in a designated Vertical Housing Development Zone (VHDZ) within the City of Ashland’s transit triangle. Under statute, the City of Ashland is required to notify all taxing districts within the proposed zone. The Jackson County Library District is one of nine taxing districts, in addition to the City of Ashland, that have taxing authority over the properties within the transit triangle where the VHDZ might be implemented. **Taxing districts must respond in writing no later than January 31, 2020 indicating the determination of the district to either participate or not to participate in the potential partial tax exemptions that may be granted to certified projects in the proposed VHDZ.**
- To advise the District Administrator whether or not the Board will require a presentation from the City of Ashland before reaching a decision at the January 9, 2020 meeting.

Budget Impacts:

By participating, the District would not be forfeiting any existing tax revenue, but could see a possible increase in future tax revenue if developers take advantage of the VHDZ designation. The building projects that would allow developers to benefit from the VHDZ designation do not currently exist. The purpose of the statute that created the VHDZ designation is to entice developers to build multistory, mixed-use buildings. If built, these types of buildings will generate greater tax revenues during the 10-year partial tax exemption period than a one-story commercial building would over the same number of years without the exemption.

Policies, Plans, and Goals Supported:

The District’s core values of collaboration and accessibility align with what the City of Ashland is trying to achieve by adopting a VHDZ within the City’s transit triangle overlay. Moreover, the distance between the transit triangle and the Ashland Public Library can be traveled quickly by bike or bus. Should the VHDZ be approved, new residents could mean new Library cardholders.



Background and Additional Information:

After receiving notice of the VHDZ designation, Administrator Marston scheduled a call with Ashland City Planner, Maria Harris. During that call and in several follow up emails, Ms. Harris provided clarification and additional insights into the VHDZ and the statute that was established under Oregon law to provide local jurisdictions a tool to encourage the private sector to build multistory, “mixed-use” buildings that include commercial uses and residential housing.

Ms. Harris indicated that she had spoken to a couple of the other taxing districts and that the City will be attending a Jackson County Board of Commissioners work session this month to gauge the County’s interest in participating. Since the deadline for taxing districts to respond is January 31, 2020, the Ashland City Council plans to meet in early February to decide on next steps. If any taxing districts decline to participate, the City will need to revisit the economic feasibility study to see if the VHDZ designation would still be a viable incentive.

The materials attached to this memo are intended to support the Board in making an informed decision when this item is brought to the January 9, 2020 regular meeting for action. That said, if the Board requires it, Ms. Harris has offered to meet with the JCLD Board in January to provide additional information and/or to answer Board members’ questions.

Attachments:

1. Vertical Housing Program Factsheet from Oregon Housing and Community Services
2. City of Ashland’s Letter of Notice to Taxing Districts – November 19, 2019
3. Ashland City Council Study Session Agenda Item – December 2, 2019
4. Charts of Internal Rate of Return (IRR) for 3 Story and 4 Story Mixed-Use Examples



Vertical Housing Program

Overview	<p>The 2005 Legislature passed legislation moving the Vertical Housing Program from Oregon Economic and Community Development Department (OECD) to Oregon Housing and Community Services (OHCS) beginning in November 2005. The purpose of the Program is to encourage investment in and rehabilitation of properties in targeted areas of a city or community, to augment the availability of appropriate housing, and to revitalize communities. The program encourages mixed-use developments that contain both non-residential and residential uses in areas (zones) designated by local jurisdictions. The residential portion may be for market rate or lower income households. Eligible projects receive a partial property tax exemption which varies with the number of "Equalized Floors" in a project, with a maximum property tax exemption of 80 percent over a 10 year term. An additional partial property tax exemption on the land may be given if some or all of the residential housing is for low-income persons (80 percent of area median income or below).</p>
Eligibility Requirements / Zones	<p>An eligible zone is any area that meets the criteria for a Vertical Housing Zone which has been designated by the local jurisdiction and has been approved by OHCS.</p> <p>Any project that has made application to and has been approved by the OHCS may receive a partial tax exemption as determined by the number of Equalized Floors for a maximum of 10 years. The tax exemption will be based on the number of Equalized Floors as determined by the total square footage divided by the number of actual floors of the project that are at least 500 square feet per floor. Equalized floors will be rounded down to the nearest whole number (e.g., any equalized quotient between 1.0 and 1.99 will have a rounded Equalized Floor equivalent of 1.0).</p>
Application / Charge	<p>The application can be accessed via the OHCS Web site. Eligible criteria and instructions can be accessed through the Oregon Administrative Rules for the Vertical Housing Program. A nonrefundable Project Application charge of \$550. A one-time Monitoring charge of \$150 for projects with no low-income units, and \$200 for projects with low-income units.</p>
Learn More	<p>Visit the webpage for full program details.</p>

November 19, 2019

Vertical Housing Development Zone Designation

The City of Ashland can designate a Vertical Housing Development Zone (VHDZ) under ORS 307.844. The VHDZ was established under state law in 2001 to provide local jurisdictions a tool to encourage the private sector to build multistory "mixed-use" buildings that include commercial uses and residential housing.

The City of Ashland is considering a VHDZ that will include properties in the Transit Triangle (TT) overlay that are zoned Commercial C-1, Employment E-1 and Southern Oregon University (SOU), as shown in the attached map. See the **Background** information on the reverse regarding an analysis of the impact of a partial property tax exemption using a VHDZ on building valuations and tax revenue.

The designation of a VHDZ requires a mailed notice to all taxing districts with taxing authority within the proposed zone. Taxing districts formed under authority of ORS 198.010 – 198.180 have the right to participate or to elect not to participate in partial property tax exemptions that may be granted to certified projects within the designated VHDZ. ORS 198 districts must respond in writing no later than January 31, 2020 indicating the determination of the district to either participate or not to participate in the potential partial tax exemptions that may be granted to certified projects in the proposed VHDZ.

If the proposed VHDZ is approved by the Ashland City Council, development applications may be filed for a VHDZ partial property tax exemption or "certification". Projects approved and certified will be eligible to receive a 20 percent partial property tax exemption for each floor of residential units above a ground floor of commercial use. The partial property tax exemption is limited to not more than 80% of the ad valorem value of the improvements. The exemption does not include the value of the land, unless the project includes a floor or more of low income housing (i.e., no greater than 80 percent of area median income). The partial property tax exemption, once granted by the county tax assessor, will run for ten years for a certified project. Any multi-story mixed-use buildings approved for the partial tax exemption would be fully taxed after 10 years when the exemption expires.

ORS 198 taxing districts that do not communicate in writing their election to not participate in the partial property tax exemption for certified projects will be deemed to be participatory in the partial property tax exemption for certified projects.

Please contact Maria Harris at the City of Ashland Department of Community Development at (541) 552-2045 or maria.harris@ashland.or.us for more information.



Background

The purpose of the proposed Vertical Housing Development Zone (VHDZ) would be to provide a partial property tax exemption for multistory “mixed use” buildings that include commercial uses and residential units in the area surrounding the bus route on Ashland St. and Siskiyou Blvd. The area surrounding the bus route has seen limited development and redevelopment over the past three decades. The proposed VHDZ provides an incentive to encourage the private sector to build multistory "mixed-use" buildings that include commercial uses and residential housing

The City of Ashland created and analyzed several development scenarios to test the impacts of a partial property tax exemption on building valuations and property tax revenue in the proposed VHDZ. The sample building scenarios are at the site level and include a scenario for a one-story commercial building, a three-story mixed-use building and a four-story mixed-use building. A one-story commercial building was created to use as the base line to compare the results of the multi-story mixed-use buildings. A one-story commercial building is used as the base line because this type of development is reflective of the development over the last past several decades in the proposed VHDZ including the Rogue Credit Union at 1661 Ashland St., Wendy’s at 1624 Ashland St., Oil Stop Drive Thru at 2210 Ashland St. and Sherwin-Williams Paint Store at 2220 Ashland St.

The analysis indicates the property taxes collected on a three or four-story mixed-use building with a partial tax exemption for 10 years will exceed the taxes collected on a one-story commercial building with no tax exemption for the same 10-year period (see table below). This is because the value of a multi-story, mixed-use building is higher than that of a one-story commercial structure. In the long term, any multi-story mixed-use buildings developed in the TT overlay using a partial tax exemption would be fully taxed after 10 years when the exemption expires. Again, this would add higher value multi-story buildings to the tax base.

Comparison of Development Scenarios			
Building Valuation, Tax Exemption and Tax Revenue¹			
	1-Story Commercial Building	3-Story Mixed-Use Building	4-story Mixed Use Building
Building Value	\$1,900,000	\$5,200,000	\$6,230,000
Total 10 Year Property Tax	\$382,000	\$753,000	\$903,000
Total Tax Exemption over 10 Years	\$0	\$245,000	\$457,000
Remaining Tax Collected over 10 Years	\$0	\$508,000	\$446,000

¹Tax Revenue estimates based on combined tax revenue of all taxing districts.

Sent by Certified Mail



Council Study Session

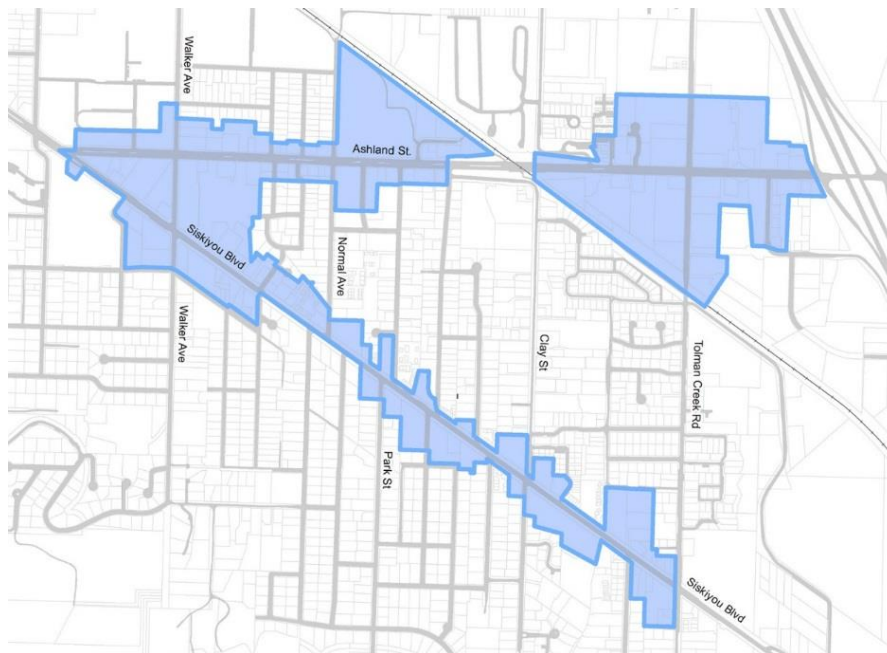
December 2, 2019

Agenda Item	Vertical Housing Development Zone	
From	Maria Harris	Planning Manager
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Item Type	Requested by Council <input checked="" type="checkbox"/> Update <input checked="" type="checkbox"/> Request for Direction <input checked="" type="checkbox"/> Presentation <input checked="" type="checkbox"/>	

SUMMARY

The vertical housing development zone (VHDZ) is an informational item to discuss an affordable housing requirement as part of a partial property tax exemption, provide an update on public outreach efforts with the development community and taxing districts, and outline the remaining steps required to implement a VHDZ in the Transit Triangle (TT) overlay.

Figure 1: Transit Triangle (TT) Overlay



A VHDZ is an area designated by a local jurisdiction in accordance with state law (ORS 307.844) in which a person proposing to develop a qualifying multi-story, “mixed-use” building that includes commercial uses and housing units can apply for a partial property tax exemption. While a VHDZ is described as a “zone” in the definition in state law, the area in a VHDZ is not a boundary for the purpose of application of land use and development standards. Instead, a VHDZ is a tool to designate a location where a local government is providing a financial incentive in the form of a partial property tax exemption to eligible projects to encourage mixed-use development with a housing component.

The City Council directed staff to bring back an incentive program similar to the vertical housing tax credit to a future study session as part of the infill project for the Transit Triangle at the [January 16, 2018](#) meeting. The City Council approved the TT overlay and land use ordinance amendments at the [December 18, 2018](#) meeting. The Council reviewed the VHDZ as an informational item at the [March 19, 2019](#) meeting and directed staff to bring back the item to a future meeting and to meet with local contractors to gauge interest in a partial property tax exemption. In addition, an update was provided to the Planning Commission at their [March 26, 2019](#) meeting.

POLICIES, PLANS & GOALS SUPPORTED

The purpose of the TT overlay is “to promote the development of a mix of housing units and businesses adjacent to the bus route designed in a way that encourages walking, bicycling and transit use (Ashland Municipal Code 18.3.14.010).

The *Ashland Comprehensive Plan* includes a goal in the Housing Element to “ensure a range of different dwelling types that provide living opportunities for the total cross section of Ashland’s population (6.10.01).” Included with this goal are the following applicable policies: “Policy 1: Provide for a mix of housing types that are attractive and affordable to a diversity of ages, incomes, household sizes, and household types,” and “Policy 3: Integrate housing with other compatible land uses through flexible zoning provisions.” The Housing Element includes another goal to “support the creation and preservation of housing that is affordable to low and moderate income households and that is commensurate with the incomes of Ashland’s workforce (6.10.02),” along with the following applicable policy “Policy 14: Provide for minimal off-street parking requirements in locations where it is demonstrated that car ownership rates are low for resident populations in order to help reduce housing costs and increase affordability and where the impact on neighborhoods allow.”

The *Ashland Comprehensive Plan* includes a goal in the Economic Element to “ensure that the local economy increases in its health, and diversifies in the number, type, and size of businesses consistent with the local social needs, public service capabilities, and the retention of a high quality environment (7.07.03),” and a policy which says development guidelines should ensure that “development along Siskiyou Boulevard and Ashland Street will not primarily be automobile-oriented, but will also include attractive landscaping and designs that encourage pedestrian, bicycle, and mass transit forms of travel.(7.07.03.c.2).” A similar policy is included in the Transportation Element regarding development of Ashland Street as a “multi-modal” corridor (10.09.02.7).

The *Economic Development Strategy* includes an action to “create incentives for development applications that meet certain predefined economic development eligibility criteria (Action 7.2).”

The *Climate and Energy Action Plan* (CEAP) includes an action to “Establish policies to support development near transit hubs without displacing disadvantaged populations. Transit-oriented development (TOD) increases housing density within walking distance of transit hubs. Creating a TOD zoning overlay or similar policy could reduce car use, but Ashland will need to design any policy carefully to avoid unintended consequences, such as gentrification that threatens housing affordability and could displace vulnerable populations (CEAP ULT-1-3).”

The *Climate and Energy Action Plan* (CEAP) includes an action to “Revise community development plans to favor walkable neighborhoods and infill density. Ashland has a series of long-range planning documents that guide development across Ashland districts, neighborhoods, and natural areas. Revisiting these plans to ensure that they support climate-ready development needs, such as walking, biking, transit, parking management, and climate adaptation features, will ensure that Ashland development is consistent with the City’s climate goals and commitments. It will be important to

ensure that these activities do not come at the expense of higher housing costs, which could disadvantage low-income populations (CEAP ULT-4-2).”

BACKGROUND AND ADDITIONAL INFORMATION

1. General VHDZ Information

If the City of Ashland adopts a VHDZ in the TT overlay, development applications may be filed for a partial property tax exemption or “certification.” Projects approved and certified will be eligible to receive a 20 percent partial property tax exemption for each floor of residential units above a ground floor of commercial use and not more than 80 percent exemption for any single project. The exemption does not include the value of the land, unless the project includes a floor or more of low income housing (i.e., no greater than 80 percent of area median income). The partial property tax exemption, once granted by the county tax assessor, will run for ten years for a certified project. Any multi-story mixed-use buildings approved for the partial tax exemption would be fully taxed after 10 years when the exemption expires.

The VHDZ was established under state law in 2001 to provide local jurisdictions a tool to encourage the private sector to build multi-story, "mixed-use" buildings that include commercial uses and residential housing. A mixed-use building typically includes commercial uses on the first floor and residential housing on one or more upper floors.

In order to be eligible for a partial property tax exemption, state law includes the following requirements.

- The project must be entirely located in an established VHDZ.
- The project must be a multi-story building including a mix of nonresidential uses (e.g., commercial) and residential housing.
- At least 50 percent of the building’s ground floor that fronts on the primary public street must be committed to nonresidential uses.
- Construction or rehabilitation must have started on each building included on the project.

The local jurisdiction is responsible for administering the program and monitoring approved projects for compliance with state law and any additional local requirements. A local jurisdiction that establishes a VHDZ is permitted to terminate the zone at any time. Termination of a VHDZ does not affect any exemptions that were granted under the zone prior to the termination date.

State law establishes that the determination by the local jurisdiction to approve or deny certification for the partial tax exemption is discretionary. As a result, the local jurisdiction’s decision is final and not subject to judicial or administrative review.

2. Affordable Housing Requirement

The possibility of establishing local criteria that would require affordable housing as part of receiving a partial property tax exemption was discussed at the March 19, 2019 City Council meeting.

Fregonese Associates created and analyzed building scenarios with an affordable housing requirement to test the impacts on a partial property tax exemption and financial feasibility of the projects. Fregonese Associates will present their analysis at the December 2, 2019 Council Business Meeting. A memo from Fregonese Associates summarizing the building scenarios is attached.

Fregonese Associates determined that requiring 20 percent of the units to be affordable to households at 60 to 80 percent of the area median income (AMI) would require a substantial subsidy to make the project financially feasible. In other words, requiring affordable units in exchange for the partial property tax exemption would cancel out the benefit of the incentive. This in turn would make the partial property tax exemption less useful as a tool to encourage housing units in the TT overlay.

Fregonese Associates recommendation is to create a VHDZ zone without requiring an affordable housing component and to promote and utilize the many existing financial incentives already available.

3. Developer Roundtable

The Council directed staff to work with local contractors to see if they would use a vertical housing development zone at the [March 19, 2019](#) meeting. A developer roundtable meeting was held on September 26, 2019 to discuss a VHDZ (see attached meeting notes). The group was favorable about the implementation of a VHDZ and suggested expanding the zone to other areas in the city and amending the code to allow five-story buildings so that developments could obtain the full partial property tax exemption. Participants also expressed the need for local staff to promote and provide information about the program.

Another issue that was raised at the roundtable was changing the current zoning requirement that residential dwelling units must be rental units, rather than ownership units (i.e., condominiums), to use of the development standards (i.e., FAR, parking standards, landscaping standards) offered in the TT overlay. The suggestion was that more housing units in the TT overlay should be the goal whether the multifamily dwelling units are for ownership (i.e., condominiums) or are rental units.

4. Taxing Districts

State law requires the local jurisdiction to send a mailed notice explaining the local jurisdiction's intention to designate a VHDZ to all taxing districts with taxing authority within a proposed VHDZ. Taxing districts have the right to participate or to elect not to participate in a partial property tax exemption that may be granted to certified projects within a designated VHDZ. Taxing districts that do not communicate in writing their election to not participate in the partial property tax exemption for certified projects are deemed to be participatory in the partial property tax exemption for certified projects.

Nine taxing districts in addition to the City of Ashland have taxing authority in the TT overlay including Jackson County, Jackson County Library Services, Jackson County Soil and Water, Jackson County Vector Control, Jackson County 4H, Rogue Valley Transportation District (RVTD), Rogue Community College (RCC), Ashland School District and the Educational Services District (ESD).

Staff arranged and held a meeting on November 7 to discuss the designation of a VHDZ in Ashland. Invitations were sent to representatives of the nine taxing districts and the Jackson County Assessor's Office. The email invitation was sent on October 21 and explained the purpose of the meeting, outlined the taxing districts ability to participate or not participate under state law, included links to online materials on the potential VHDZ, offered to meet individually at a different time and provided staff contacts. A reminder email was sent two days before the meeting. Subsequently, none of the taxing districts attended the meeting on November 7.

One of the objectives of holding the informal meeting on November 7 was to obtain an indication of the interest level of the nine taxing districts in participating in a VHDZ. The level of participation is relevant because the more taxing districts that participate results in a larger partial property tax exemption to eligible developments in the VHDZ.

In accordance with state law, the attached notice was mailed to the nine taxing districts on November 19, 2019. While state law requires a minimum of 30 days to allow the taxing districts to respond to the notice, this time was extended to January 31, 2020 to allow adequate time should the recipients

need to schedule time with a board or commission to review the notice. Staff will be following up the notice with individual phone calls to the taxing district representatives.

5. Other City Programs

Staff contacted several cities regarding their VHDZ programs including Beaverton, Oregon City, Tigard and Central Point. In addition to general lessons learned, staff was interested in six key questions: 1) number of zones and number of projects, 2) VHDZ characteristics (e.g., development activity, transit service), 3) city staff’s perception of impact on partial property tax exemption on financial feasibility, 4) taxing district participation, 5) whether the City established additional local criteria (e.g. affordability requirements) and 6) staff time required to administer program. The following table summarizes the information from the discussions with City staff.

City	Program Activity	VHDZ Characteristics	Impact on Financial Feasibility	Taxing District Participation	Local Criteria	Staff Time Required to Administer Program
Beaverton	5 zones, 3 certified projects, 1 in process	1 zone is downtown that is also an urban renewal district. 2 zones are served by transit.	Works for projects that wouldn't pencil without the program.	all	none	Doesn't take significant staff time to certify projects or administer program. Challenge is to market it to developers.
Oregon City	1 zone, 1 certified project	zone is downtown and is also an urban renewal district.	N/A	all	none	Doesn't take significant staff time to certify projects or administer program.
Tigard	2 zones, 3 certified projects, 4 in process	1 zone is downtown that is also an urban renewal district. The other zone is located at a planned light rail station.	Makes projects happen that wouldn't occur without, allows developers to go into untested markets.	all	none	Doesn't take significant staff time to certify projects or administer program.
Central Point	1 zone, 1 certified project	downtown	N/A	all	none	N/A

6. Next Steps

If the City Council decides to move forward, the process for establishing a VHDZ is outlined in state law as follows.

- a. The local jurisdiction designates an area within the city or county as a VHDZ.
- b. The local jurisdiction must notify the local taxing districts that have territory in the proposed VHDZ of the local jurisdiction's intention to designate a VHDZ. (Note: notice completed.)
- c. Any taxing district not agreeing to participate in the VHDZ must notify the local jurisdiction within 30 days of receiving the notice. (Note: responses to notice due by January 31, 2020.)
- d. The local jurisdiction adopts an ordinance or resolution designating the VHDZ and any additional local criteria. The local jurisdiction is required to wait at least 60 days after sending the notice to the local taxing districts before adopting an ordinance or resolution designating the VHDZ.
- e. After adopting a resolution or ordinance, the local jurisdiction notifies the county assessor of the designation of the zone and the districts that elect not to participate in the zone.

In order to complete the process of establishing a VHDZ in the TT overlay, the following work tasks are required.

- **Finalize VHDZ boundaries.** The original direction from the Council was to bring back an incentive tool like VHDZ for the Transit Triangle area. Qualifying or "certified" developments under state law have to have at least 50 percent of the ground floor in nonresidential uses. Since qualifying or certified multi-story, "mixed-use" buildings that include commercial uses and residential housing are typical of commercial and employment zones, staff is recommending the VHDZ include the properties that are zoned Commercial C-1 and Employment E-1 that are located within the Transit Triangle. See the attached map.
- **Respond to taxing district inquiries and compile information on participating taxing districts.** The required notice was sent to taxing jurisdictions and response are due by January 31, 2020. Staff will individually contact taxing districts and follow-up with conversations and meetings as necessary. If a significant portion of the taxing districts decline to participate, a re-evaluation of the effectiveness of a partial property tax exemption may be something to consider before moving forward with additional work.
- **Hold a public hearing and designate VHDZ.** The local jurisdiction adopts a resolution designating the VHDZ and any additional local criteria. Staff will prepare a draft resolution and any necessary public hearing materials, including public hearing notices to taxing districts, outreach to the developer roundtable group and any other required public notices.
- **Notify Assessors Office.** If the VHDZ is designated, contact the Jackson County Assessor's Office to notify of the designation of the VHDZ and any districts that elect not to participate in the zone.
- **Establish VHDZ program materials and publicize.** Staff will create application forms, information handouts and City website information. Additionally, outreach would be developed to publicize the program.

FISCAL IMPACTS

If the City were to establish a VHDZ and associated program, staff time would be required to administer the program and monitor certified projects that receive the tax exemption. The number of developments that using a partial tax exemption will impact the associated work load. At the same time, it is difficult to predict the potential projects that will pursue the incentive if it is established.

DISCUSSION QUESTIONS

Local criteria for partial property tax exemption: Should affordable housing be required for a project to be eligible to receive a partial property tax exemption in the VHDZ in the TT overlay?

VHDZ boundaries: Should staff move forward with the boundary of the VHDZ in the TT overlay as shown on the attached draft map?

SUGGESTED NEXT STEPS

Staff believes there are two options if the City Council wishes to move forward with implementing a VHDZ in the TT overlay.

1. One option would be for staff to check in with the Council if the responses from the taxing districts indicate partial or limited participation in the partial property tax exemption before moving forward with the work necessary to prepare for a public hearing and adoption of a VHDZ in the TT overlay.
2. Another option would be move forward with the work necessary to prepare for a public hearing and adoption of a VHDZ in the TT overlay for at the first available meeting time after the taxing district responses are required on January 31, 2020.

REFERENCES & ATTACHMENTS

Attachment 1: Meeting Comments, Developer Roundtable Meeting, September 26, 2019

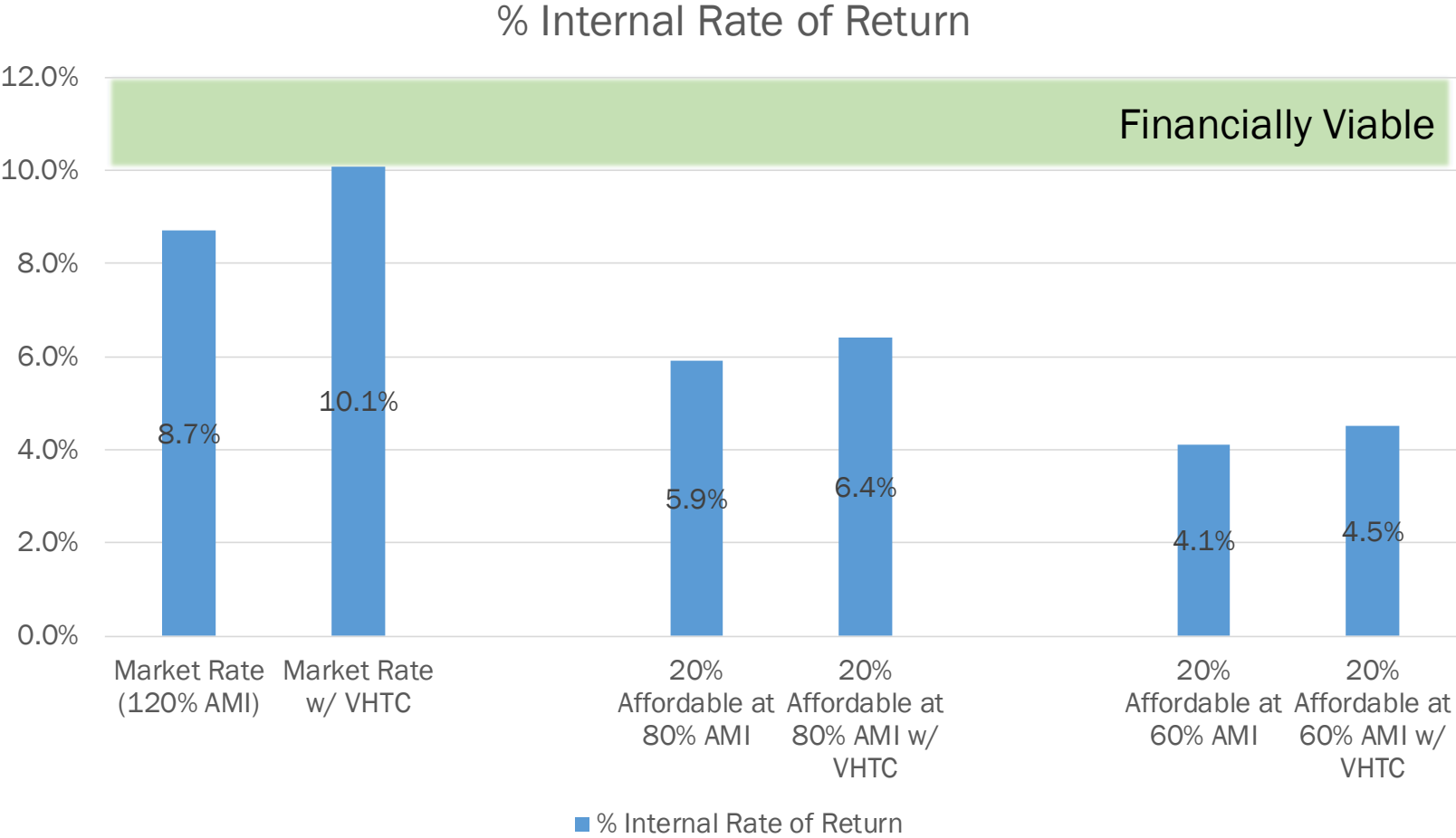
Attachment 2: Notice to Taxing Districts

Attachment 3: List of Taxing Districts

Attachment 4: Draft VHDZ Map

3 Story Mixed-Use Example

Internal Rate of Return (IRR)



4 Story Mixed-Use Example

Internal Rate of Return (IRR)



% Internal Rate of Return

