



**CALL TO ORDER/ROLL CALL**

**INTRODUCTIONS & PROCLAMATIONS**

**CONSENT AGENDA (Action)**

- (1) Financial Report.....1

**ORAL REQUESTS AND COMMUNICATIONS FROM AUDIENCE** (Comments will be limited to 3 minutes per individual and shall be limited to comments on non-agenda items or on agenda items that do not otherwise provide for public comment.)

**REPORTS AND PRESENTATIONS (Inform)**

- 1. Library Director Report – Kari May .....6
- 2. JCLF Report – Sandy Boatright .....11
- 3. Library Strategies Workshop Report – Susan Kiefer .....12
- 4. RCC Quarterly Report – Robert Felthousen
- 5. Quarterly Update on 2-Year Plan to Increase Active Cardholders – Kari May.....31
- 6. 2020 Transition Report – Lisa Marston.....39

**UNFINISHED BUSINESS (Inform/Discuss/Action)**

- 7. JCLS Marketing Plan – Kari May .....40
- 8. JCLF Operational Funding Proposed for FY 19/20 Budget – Lisa Marston

**NEW BUSINESS (Inform/Discuss/Action)**

- 9. Meeting Room Policy – Kari May .....51
- 10. Board Membership Policy – Lisa Marston .....62
- 11. Materials Spending Proposed for FY19/20 Budget – Kari May.....66

**COMMITTEE AND BOARD MEMBER REPORTS (Inform)**

- 12. Technology Committee
- 13. Individual Board Member Reports

**FUTURE 2019 MEETINGS/EVENTS/OBSERVANCES:**

- |   |   |
|---|---|
| April 2019 – School Library Month       | May 3 – Budget Committee Meeting              |
| April 7-13 – National Library Week      | May 9 – Regular Board Meeting                 |
| April 9 – National Library Workers’ Day | May 10 – Budget Committee Meeting (if needed) |
| April 17-20 – 2019 OLA-WLA Conference   | May 21 – Election Day (Special Election)      |

*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](http://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](mailto: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.*

Jackson County Library District  
Statement of Revenues and Expenditures  
From 7/1/2018 Through 3/31/2019

101 - General Administration

	<u>Budget 2018-19</u>	<u>Current Month Actual</u>	<u>YTD Actual</u>	<u>Budget Remaining</u>	<u>Percentage received or spent to date</u>	
Operating Revenue						
Current Property Tax Collections	10,200,000.00	263,876.54	9,689,205.74	(510,794.26)	94.99%	
Prior Year Property Tax Collectio	200,000.00	29,063.67	167,774.46	(32,225.54)	83.88%	
Interest Income	164,400.00	32,188.75	219,097.00	54,697.00	133.27%	
Interest- Lindberg Note	0.00	1,152.29	10,657.86	10,657.86	0.00%	
Other Income	5,000.00	66,221.00	69,437.44	64,437.44	1,388.74%	County true up 17-18
E Rate	103,000.00	8,840.50	79,582.00	(23,418.00)	77.26%	
Reimbursements From RCC	27,000.00	0.00	27,254.94	254.94	100.94%	
Ready To Read Grant	35,000.00	0.00	34,951.00	(49.00)	99.86%	
Conference Room Rental	30,000.00	0.00	16,251.00	(13,749.00)	54.17%	
Government Agency Rentals	107,541.00	0.00	107,610.30	69.30	100.06%	
Inter-library Loan Fees	1,000.00	0.00	734.00	(266.00)	73.40%	
Library Card Replacement Fees	3,000.00	(15,404.87)	1,945.60	(1,054.40)	64.85%	prior coding error
Late Fee Charges	10,000.00	5,748.16	12,705.14	2,705.14	127.05%	
Lost/Damaged Materials	7,500.00	0.00	8,604.68	1,104.68	114.72%	
Photocopy/Fax Sales	12,000.00	0.00	7,390.58	(4,609.42)	61.58%	
Patron Refunds	(2,000.00)	0.00	(1,903.68)	96.32	95.18%	
Printer Sales	14,000.00	0.00	10,250.42	(3,749.58)	73.21%	
On Line Fee Collections	7,500.00	657.90	1,549.46	(5,950.54)	20.65%	
Hulburt Donation	126,000.00	131,390.00	131,390.00	5,390.00	104.27%	
Library Friends Donations	65,000.00	0.00	20,558.35	(44,441.65)	31.62%	
Library Foundation Donations	6,500.00	0.00	6,363.54	(136.46)	97.90%	
General Public Donations	2,500.00	0.00	245.34	(2,254.66)	9.81%	
OR Community Foundation- restr	12,000.00	0.00	2,750.10	(9,249.90)	22.91%	
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- Cl	50,000.00	0.00	0.00	(50,000.00)	0.00%	
Oregon Community Foundation-	29,000.00	0.00	0.00	(29,000.00)	0.00%	
Beginning Fund Balance-Unrestr	7,175,000.00	0.00	8,197,771.98	1,022,771.98	114.25%	
Beginning Fund Balance-Restrict	325,000.00	0.00	369,055.35	44,055.35	113.55%	
<b>Total Revenue</b>	<b>18,721,041.00</b>	<b>523,733.94</b>	<b>19,194,232.60</b>	<b>473,191.60</b>	<b>102.52%</b>	

Jackson County Library District  
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101 - General Administration

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<b>Expenditures</b>					
District Administrator Salary	0.00	5,415.71	64,848.26	(64,848.26)	0.00%
FICA and Medicare- payroll taxes	0.00	649.71	5,418.22	(5,418.22)	0.00%
Worker comp- payroll taxes	0.00	1.28	20.33	(20.33)	0.00%
Health/Dental Insurance	0.00	0.00	5,209.48	(5,209.48)	0.00%
Retirement Contribution	0.00	772.08	6,438.72	(6,438.72)	0.00%
Payroll- SUTA	0.00	203.83	1,443.34	(1,443.34)	0.00%
Personnel Cost	<u>217,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>217,000.00</u>	<u>0.00%</u>
<b>Personnel Services subtotal</b>	<b>217,000.00</b>	<b>7,042.61</b>	<b>83,378.35</b>	<b>133,621.65</b>	<b>38.42%</b>
Accounting Services	60,000.00	0.00	15,871.72	44,128.28	26.45%
Auditing Services	11,025.00	0.00	10,750.00	275.00	97.50%
Administrative Services	76,000.00	0.00	25,534.08	50,465.92	33.59%
Bank Fees/Interest Expense	1,000.00	49.98	581.15	418.85	58.11%
Consultant Fees	50,000.00	562.50	11,877.33	38,122.67	23.75%
Elections	30,000.00	0.00	0.00	30,000.00	0.00%
Insurance	20,000.00	0.00	19,526.00	474.00	97.63%
Legal Services	20,000.00	1,762.00	13,471.00	6,529.00	67.35%
Memberships and Dues	3,500.00	145.00	2,416.60	1,083.40	69.04%
Office Supplies- admin	2,000.00	412.49	1,828.62	171.38	91.43%
Postage	2,000.00	0.00	749.32	1,250.68	37.46%
Registration/Tuition/Travel	15,000.00	480.00	4,340.31	10,659.69	28.93%
Special fees and Expenses	0.00	0.00	570.14	(570.14)	0.00%
Advertising/Legal Notices	2,500.00	0.00	0.00	2,500.00	0.00%
Alarm Services	2,600.00	595.00	2,471.40	128.60	95.05%
Building Repair/Maintenance	449,940.00	74,990.00	374,950.00	74,990.00	83.33%
Custodial Services	380,542.00	31,599.92	253,553.30	126,988.70	66.62%
Custodial Supplies	12,000.00	955.27	8,140.90	3,859.10	67.84%
Landscape Services	7,033.00	753.98	7,277.86	(244.86)	103.48%
Maintenance Services	2,000.00	0.00	0.00	2,000.00	0.00%
Security Services	79,407.00	6,164.90	48,263.10	31,143.90	60.77%
Signs and Signal Materials	25,000.00	0.00	0.00	25,000.00	0.00%
Building Repair/Maintenance- B-7	250,000.00	0.00	12,842.95	237,157.05	5.13%
Fees- Lindberg Note	72.00	6.00	54.00	18.00	75.00%
Equipment Repair/Maintenance	30,000.00	374.55	3,983.72	26,016.28	13.27%

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Facility Furnishing Expense	25,000.00	0.00	0.00	25,000.00	0.00%	
Minor Equipment	50,000.00	2,194.29	11,498.03	38,501.97	23.00%	
Computers and technology	306,885.00	29,356.34	212,985.01	93,899.99	69.40%	
Supplies and Expenses-Facilities	500.00	0.00	0.00	500.00	0.00%	
Computer Software and Licensin	119,922.00	0.00	230.00	119,692.00	0.19%	
LS&S Contract	5,228,114.00	434,792.67	3,924,278.39	1,303,835.61	75.06%	
Library Materials	874,182.00	65,664.83	750,934.52	123,247.48	85.90%	
City Participation	16,700.00	0.00	0.00	16,700.00	0.00%	
Strategic Plan Initiative	2,500,000.00	3,961.38	34,723.22	2,465,276.78	1.38%	
E Rate Services	32,782.00	0.00	32,339.50	442.50	98.65%	
Unique Management Services	16,391.00	0.00	16,152.50	238.50	98.54%	
Comic Con	22,000.00	1,720.27	4,028.14	17,971.86	18.30%	
LS &S- digital library staff	60,000.00	10,212.48	83,838.14	(23,838.14)	139.73%	
SOHS contract	39,000.00	6,500.00	32,500.00	6,500.00	83.33%	
Marketing	0.00	64.99	1,856.02	(1,856.02)	0.00%	
Electricity	240,800.00	16,639.86	147,625.60	93,174.40	61.30%	
Natural Gas	45,000.00	3,399.25	20,357.25	24,642.75	45.23%	
Garbage Service	15,000.00	1,176.50	9,874.03	5,125.97	65.82%	
Water and Sewer Service	32,000.00	1,219.41	20,038.35	11,961.65	62.61%	
Street and Storm Drain Fees	18,000.00	299.44	13,156.14	4,843.86	73.08%	
Telecom-Voice and LD	55,000.00	1,694.05	27,618.66	27,381.34	50.21%	
Telecom-Wide Area Network	105,000.00	9,191.05	82,736.95	22,263.05	78.79%	
Telecom-Internet Services	28,000.00	1,925.00	18,087.30	9,912.70	64.59%	
Municipal Assessments	1,500.00	366.06	2,534.12	(1,034.12)	168.94%	
Telecom- Hot Spots	52,000.00	3,821.71	34,616.65	17,383.35	66.57%	
Maintenance & Fuel for Vehicles	16,000.00	725.11	8,069.50	7,930.50	50.43%	
Hulburt Donation	126,000.00	3,679.91	47,074.17	78,925.83	37.36%	
Library Friends Donations	65,000.00	7,464.63	40,065.27	24,934.73	61.63%	
Library Foundation Donations	6,500.00	(33,419.72)	8,538.10	(2,038.10)	131.35%	moved to CP
General Public Donations	2,500.00	0.00	1,633.81	866.19	65.35%	
OR Community Foundation-restri	34,000.00	580.50	9,234.87	24,765.13	27.16%	
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	1,431.24	1,568.76	47.70%	
Ready to Read 2017 Grant	70,000.00	0.00	0.00	70,000.00	0.00%	
Kent Family Trust	5,000.00	379.60	611.55	4,388.45	12.23%	
Library Foundation Donations- CI	50,000.00	41,292.05	120,025.91	(70,025.91)	240.05%	

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OR Community Foundation- unre	12,000.00	0.00	0.00	12,000.00	0.00%
2018 Ready to Read Grant	0.00	0.00	16,100.39	(16,100.39)	0.00%
Kaleidoscope grant expenditures	0.00	740.04	2,098.60	(2,098.60)	0.00%
<b>Materials and services subtotal</b>	<b>11,805,495.00</b>	<b>734,493.29</b>	<b>6,555,945.43</b>	<b>5,249,549.57</b>	<b>55.53%</b>
Capital Outlay	350,000.00	0.00	56,018.00	293,982.00	16.00%
Contingency	750,000.00	0.00	0.00	750,000.00	0.00%
Ending Fund Balance	3,548,546.00	0.00	0.00	3,548,546.00	0.00%
Total Program Expenses	16,671,041.00	741,535.90	6,695,341.78	9,975,699.22	40.16%
Total Expenditures	16,671,041.00	741,535.90	6,695,341.78	9,975,699.22	40.16%
Transfer to Other Funds					
Transfer to Capital Improvement	<u>2,050,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2,050,000.00</u>	<u>0.00%</u>
Total Transfer to Other Funds	2,050,000.00	0.00	0.00	2,050,000.00	0.00%
Net Revenue Over Expenditures	<u>0.00</u>	<u>(217,801.96)</u>	<u>12,498,890.82</u>	<u>12,498,890.82</u>	<u>0.00%</u>

Jackson County Library District  
Statement of Revenues and Expenditures  
From 7/1/2018 Through 3/31/2019

201 - Capital Improvement Fund

	<b><u>Budget 2018-19</u></b>	<b><u>Current Month Actual</u></b>	<b><u>YTD Actual</u></b>	<b><u>Budget Remaining</u></b>	<b><u>Percentage received or spent to date</u></b>
Operating Revenue					
Program Revenue					
Beginning Fund Balance-Restrict	0.00	0.00	2,085,670.00	2,085,670.00	0.00%
Transfer from General fund	0.00	0.00	2,050,000.00	2,050,000.00	0.00%
Total Program Revenue	0.00	0.00	4,135,670.00	4,135,670.00	0.00%
Total Operating Revenue	0.00	0.00	4,135,670.00	4,135,670.00	0.00%
Total Revenue	0.00	0.00	4,135,670.00	4,135,670.00	0.00%
Net Revenue Over Expenditures	<u>0.00</u>	<u>0.00</u>	<u>4,135,670.00</u>	<u>4,135,670.00</u>	<u>0.00%</u>

## Director's Report

April 2019

### Hiring and Vacancy Report

Vacant	Vacated by	Position	Location	Hrs/Wk	Status	Filled	Name	Type
1/25/19	New Position	Business Librarian (Librarian 2)	Medford	40	Filled	3/20/19	Elanna Erhardt	INT
2/2/19	Michele Moir	Library Associate 2	JV/RU	20	Under Recruitment			
2/14/19	Leigh Blair	Branch Lead	Central Point	40	Under Recruitment			
3/14/19	New Position	Librarian 1	Ashland	40				
3/14/19	New Position	Library Associate 2	Ashland	20				
3/14/19	New Position	Library Associate 2	Ashland	20				
3/14/19	New Position	Library Associate 3 (Digital Services)	Medford	40				
3/14/19	New Position	Library Associate 3 (Digital Services)	Medford	40				
3/14/19	New Position	Library Associate 3 (Outreach)	Medford	40				
3/14/19	New Position	Library Associate 3 (School Outreach)	Medford	40				
3/20/19	Elanna Erhardt	Librarian 1	Ashland	20	Under Recruitment			
3/22/19	Laura Kimberly	Assistant Director of Public Services	Medford	40	Under Recruitment			

### JCLS Activities for the Month of March 2019

On March 20<sup>th</sup>, Maureen Swift of the Medford Friends testified before the Legislative Committee on Economic Development at the Oregon Legislature in Salem, OR regarding a proposed bill to update the definition of a public library. She explained the District's use of the OLA Standards to set priorities for building a better library system. Chairman Lightly was complimentary of what the libraries in Jackson County have accomplished. Representative Pam Marsh asked about broadband access at libraries, and Maureen talked about the challenges the system faced getting broadband to the Prospect Library and stressed the importance of high speed internet for small, rural areas. (Rep Marsh is championing another bill related to broadband access.)

Director Kari May attended two of the Medford Chamber of Commerce Greeters meeting in March. Ms. May took the opportunity for a 30-second testimonial to highlight JCLS, its collection and services and introduce the new Business Librarian. Following her remarks, three attendees gave positive testimonials for the library.

### **Volunteer Appreciation**

Volunteer Coordinator Jessica Arenas tallied up the volunteer hours for National Volunteer Week, using Presidential Volunteer Service Awards guidelines. Library volunteers were awarded certificates based on hours served during 2018. Below are the awards received.

Adults:

**Bronze 100-249 hours**

36 volunteers

**Silver 250-499 hours**

6 volunteers

**Gold 500+**

1 volunteer (Shirley Baggioire volunteered 891 hours!)

One teen volunteer volunteered over 50 hours. For the calendar year, JCLS volunteers served 14,365 hours. Certificates of recognition will be awarded by branch managers during Volunteer Week in April.

### **The JCLS Collection**

The library weeding crew has visited six libraries – Ashland, Central Point, Gold Hill, Medford, Shady Cove, and Talent – to remove items that have not circulated in over four years or are in poor condition. In addition, branches withdraw items on an ongoing basis using lists provided by the Collection Development Librarian. Focused weeding has resulted in turnover rates increasing from 2.65 in June 2018 to 3.54 in March 2019.

The latest purchase for the Library of Things is a sewing machine, which is being cataloged and added to the Polaris for circulation. Green's Sewing and Vacuum, a local vendor, has agreed to field troubleshooting calls. Green's is excited for the partnership because the store frequently get calls from people wanting to rent sewing machines, and now it can make referrals to the Library.

Twelve Kindles are now in circulation and all are checked out and have holds. The next twelve Kindles are on order with a target date to have them in patrons' hands by May 15<sup>th</sup>.

A trial of Flipster, a digital magazine platform, is underway, and a list of possible titles has been developed. The list includes the most popular print magazines in JCLS, along with titles covering

a broad range of interests, such as *Craft Beer & Brewing*. Children's and Teen titles are being considered as well.

Interlibrary Loans (ILLs) have increased extensively, showing that the change to the service is satisfying many patrons. There are currently 40 ILL item records in use. There are 29 ILL patron requests in process, and requests have been consistently at this level since March 4th. Prior to removing the ILL fee, JCLS averaged 20-30 ILL requests monthly.

## **Outreach**

**Oak Grove Family Literacy Night** -- Brystan Strong, Laura Kimberly and Eric Molinsky staffed the JCLS table at this event, which highlights the importance and fun of reading. Staff offered event guides, stickers, Medford Comic Con promotional items, parent resource lists, and a simple craft. Library cards sign-up was offered onsite and resulted in 8 new library cards. About 114 persons stopped by the table.

**Kindergarten Launch** --Through the week of March 4-7<sup>th</sup>, JCLS attended four Kindergarten Launch events for parents with children going into Kindergarten. JCLS staff explained how the Library supports children in early literacy and early learning and assists their success in the K-12 school system. The schools visited were in Gold Hill, Medford, Sam's Valley, and Central Point. A total of 97 people approached the table and 9 new library cards were issued.

**Senior Resource Fair** -- Outreach to Homebound Library Associate Sheila Fortman-Craun attended the Senior Resource fair at the Medford Armory on March 19th. Contact was made with in-home health care agencies who want more information about the OHB program. Fortman-Craun also distributed event guides to different facilities such as Horton Plaza, the Springs at Anna Maria, Pear Valley Senior living, Fountain Plaza, Northridge Plaza and Prestige Senior Living. Fortman-Craun will be visiting Oregon Commission for the Blind, which has offices on Central Avenue, to make a personal connection.

**Family Reading Night at Talent Elementary School** – Attended by Talent staff, this event provided a great opportunity to meet parents and students and promote recent changes in library policies benefitting patrons and potential cardholders. Staff also promoted upcoming events at the Talent Library. Kids were given the opportunity to craft "popsicles" that said "Summer Reading is Cool."

## **Regional Library Reports**

*Bear Creek Region (Ashland, Talent, Phoenix, Central Point)*

**Ashland** is gearing up for the annual Rotary-sponsored Ashland Reads event in May, in which a new book is given to every Ashland first grader. Children's Librarian, Lyn Heerema, will use the

opportunity to promote the Summer Reading Club. Staff is working with the Ashland School District on providing a library card to all first graders. This “test run” for the School Library Card program will provide a structure for expansion of the program into the Medford and Central Point School Districts, which have higher enrollments.

In response to several security issues at the Ashland Branch that involved persons experiencing homelessness and mental illness this winter, Kristin Anderson has initiated conversations with the Ashland Community Resource Center, the Jackson County Health and Human Services Department of Mental Health, and St. Vincent De Paul to discuss ways that these organizations could partner with the Library to offer mental health support for patrons. She is also researching libraries that have employed social workers at the library to determine if that would be a viable option for JCLS.

In March, **Talent** hosted their third Strategy Board Game Event and kicked off its “1,000 Books Before Kindergarten” program. Nine kids have read at least 100 books and claimed their prize: a free new book. Two children have gone on to read another hundred books, and one has already passed 300 books total.

In **Phoenix**, Library Associate Lori Wilson's “Make a Monster Pillow” craft event drew 6 kids--the maximum amount--and everyone came away with adorable monster pillows. LEGO Day continues to be a big hit and in March was attended by 40 children and adults. The Friends of the Phoenix Library supplied homemade cookies. Three children won LEGO Books!

**Central Point** hosted a series of Harry Potter programs on Saturday.

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

The **Jacksonville** front lobby display was created by the American Sewing Guild. The group meets in the library twice monthly, and the Guild encourages younger people to join.

The **Rogue River Branch** resumed its Friends'-sponsored Qigong classes. Louisa May Alcott visited the branch in the form of Miriam Reed who presented wearing her beautiful brown silk replica of an actual Louisa dress. Library Associate Becca Sheetz led a Duct Tape workshop featured in an article in *The Grants Pass Daily Courier* on March 3<sup>rd</sup> “You can fix – and make – just about anything with duct tape.”

**Gold Hill's** March programming kicked off with a talk by Jan Wright, author of “Oregon Outcast, John Beeson Indian Rights Activist.” To celebrate Women's History Month, the branch featured award-winning movies based on strong women from real life.

**Ruch** kicked off the "1,000 Books Before Kindergarten" program in mid-February, and just received the first completed "100 Books Read" form from a proud three-year-old boy who glued a crescent on his caterpillar and was the first in the line of caterpillars.

In the **Applegate Library**, a local history timeline was set up and attended by a local resident, who is fluent in the Applegate history.

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

**Prospect** and **Butte Falls** had March book sales. Proceeds for Prospect were sufficient to cover Summer Reading prizes. Prospect Library now hosts a biweekly card game group and the Extension Service is now hosting a free computer class at the Library.

**Shady Cove** had four class visits for “Read Across America” on March 2nd, and The Friends of the Library gave away 95 books. A Seed Give Away and membership sign-up resulted in 50 new library card registrations and an attendance of 100.

**White City** started two new programs in March--Yarnia, a weekly program in which participants learn to knit, crochet, or do needlework and Game Day, a monthly program featuring popular board games and Wii. Duct Tape Crafts is being offered for teens as a Spring Break activity.

**Eagle Point** welcomed a special guest for Women’s History Month in March. Leta Lovelace Neiderheiser, a descendant of Jesse Applegate, gave a presentation and took on the persona of Cynthia Applegate. She shared the story of tragedy, fortitude and courage on the Oregon Trail. Mrs. Neiderheiser is the author of *Jesse Applegate: A Dialogue with Destiny*.

*Medford Cluster*

The **Medford** Children’s department celebrated Dr. Seuss’ birthday with a party that included a storytime, a craft to create fun hats and whiskers, and decorating mini cakes (brownie bites).

# Jackson County Library FOUNDATION

## Foundation Report April 2019

### Executive Director Search Results

The Foundation Board has hired Sandy Boatright as the new Executive Director of the Jackson County Library Foundation. Sandy is an experienced business professional with a Master's degree in business administration and marketing, Bachelor's in business management, and Associates of Applied Sciences in business management. She specializes in operations, strategic planning, and revenue growth with an in-depth knowledge of business and non-profit operations. Sandy has recently been in the position of Outpatient Program Operations Manager with Family Solutions. Prior to this role she was with Goodwill for a couple of years as Director of Workforce Development and Director of Education where she developed Adult basic Education, GED, and English as a second language. Sandy managed all the operations of the program, taught, and tutored students outside of class. She spent the three years prior as CEO, Executive Director of a non-profit residential co-occurring treatment facility. Sandy started with JCLF on March 25, 2019.



### Library Strategies Workshop Key Takeaways

The workshop on March 30<sup>th</sup> was attended by Mitch Seidman (President), Becky Versteeg (Vice President), Midge Thierolf (Treasurer), Susan Kiefer (Director), Sandy Boatright (Executive Director) and Elisabeth Campbell (Operations Manager).

- Primary Goal is fundraising and growing donor base
  - In line with Jackson County Library planned initiatives
  - Grow unrestricted funds
  - Grow Estate Planning awareness through Investors and Estate Lawyers
- Secondary Goal is Board recruitment and expansion
  - Diverse backgrounds
  - Foundation Board should be a fundraising board
- Request List of Library Branch project/program goals for 2019/2020.
- Follow-Up on Workshop Outcomes

### Funding Request to Library District

The Foundation has submitted a request to the Jackson County Library District asking for operational support for the next two fiscal years. JCLF would like to bring the request back to the table for discussion after attending the Friends and Foundation fundraising workshop. We would like to take time to answer any more questions the District Board may have.

### White City Spark Space Funding

The Foundation has approved a fund request for \$10,000 in unrestricted monies for the White City Spark Space.

# LIBRARY STRATEGIES

## JACKSON COUNTY LIBRARY DISTRICT Fundraising and Development Workshop

*Facilitators: Stu Wilson & Sharon Griggins*





*At the  
Beginning*  
**A Vision for  
Fundraising  
and  
Realistic  
Expectations**

# WHO DOES WHAT? – Distinct Roles for Private Fundraising

**Library Board**  
**Library Director**  
**Library Staff**  
**Foundation**  
**Friends**



# Friends & Foundations Nationally

## Friends

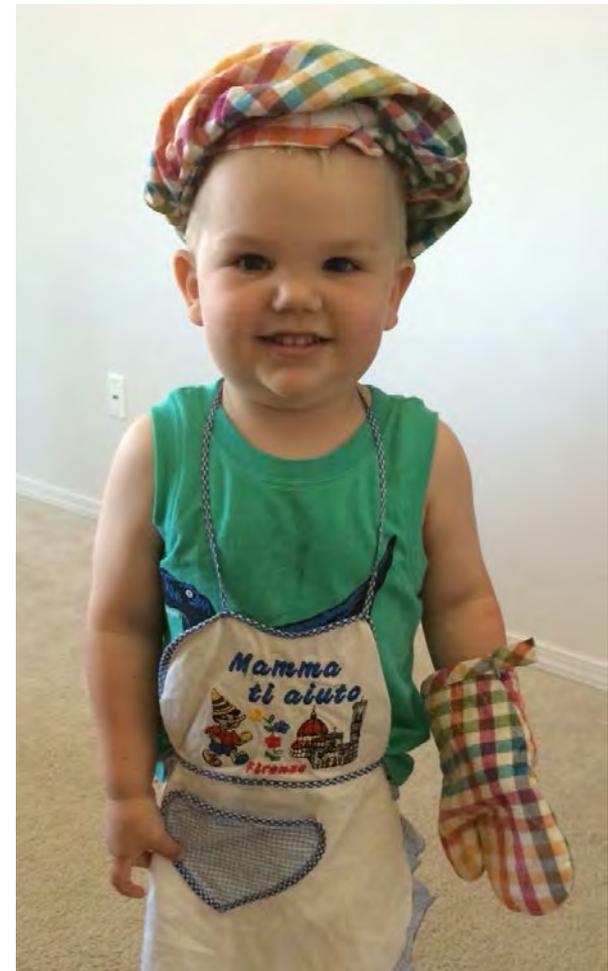
- Are 501(c)(3) Nonprofits
- Volunteer-driven/Social
- Book Sales are primary activity
- Membership dues are modest
- Raise modest funds
- May serve as volunteer corps for Library
- May advocate in a crisis
- Struggle with finding new members
- Small board – member elected – often no term limits
- “Friendly” welcoming name

## Foundation

- Are 501(c)(3) Nonprofits
- Staffed/Professional
- Major donors are focus
- Has Donor/Legacy societies
- Raises relatively large funds, including for campaigns
- Can be effective advocates, paired with philanthropy
- When effective, attractive to new board members
- Large board – self-selecting – term limits
- Fundraising name

# The Menu of Friends/Foundation Best Practices

- Exist to support the Library
- Provide enhancements, not operating support
- Are private 501(c)(3) nonprofits



# Menu of Best F&F Practices

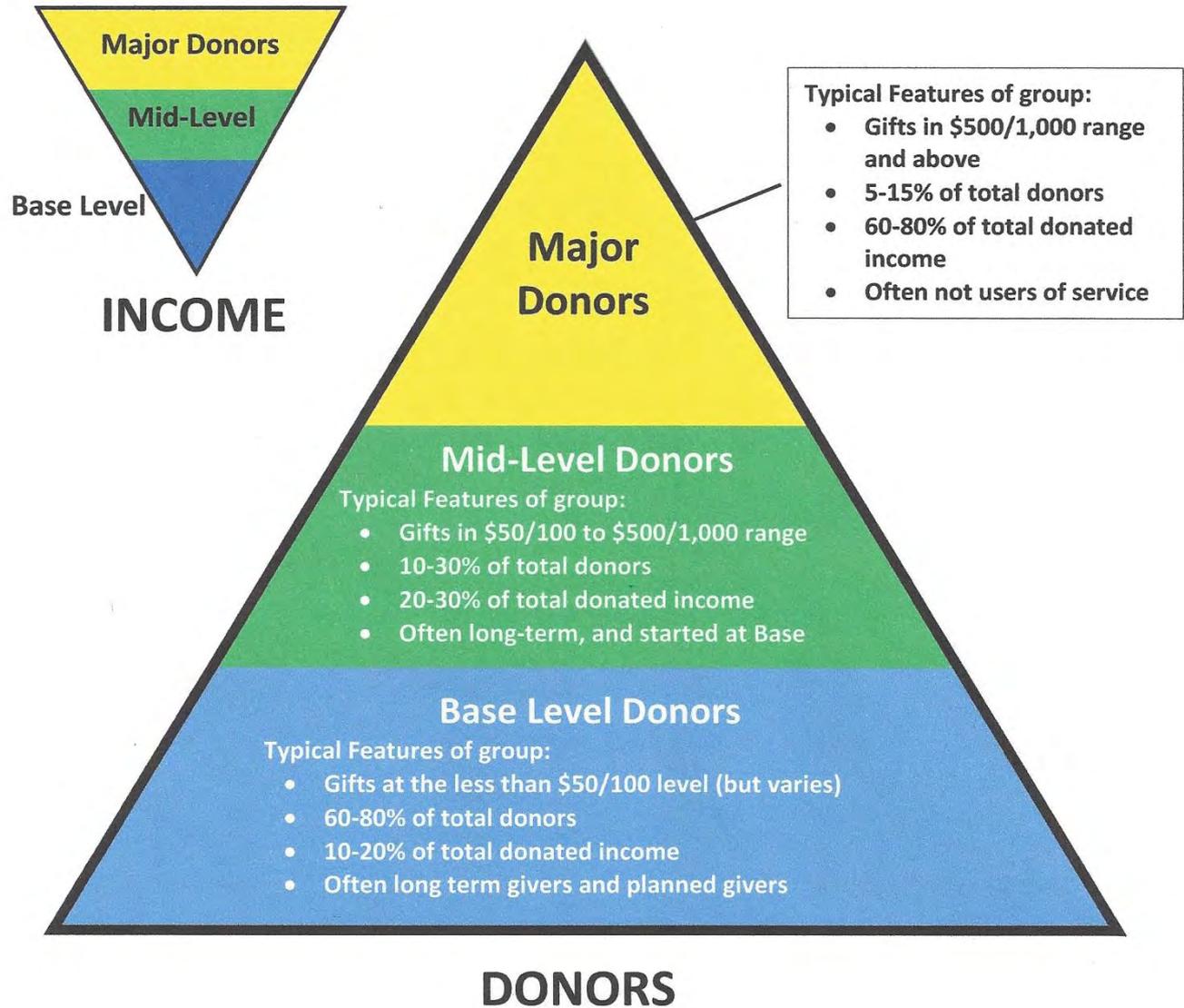
- **Are independent and self-supporting**
- **Focus on fundraising, but have a diversity of activities**
- **Are known in the community**
- **If a Friends and Foundation both exist, they work collaboratively**

# Common Friends & Fdtn. Models for Larger Library Systems

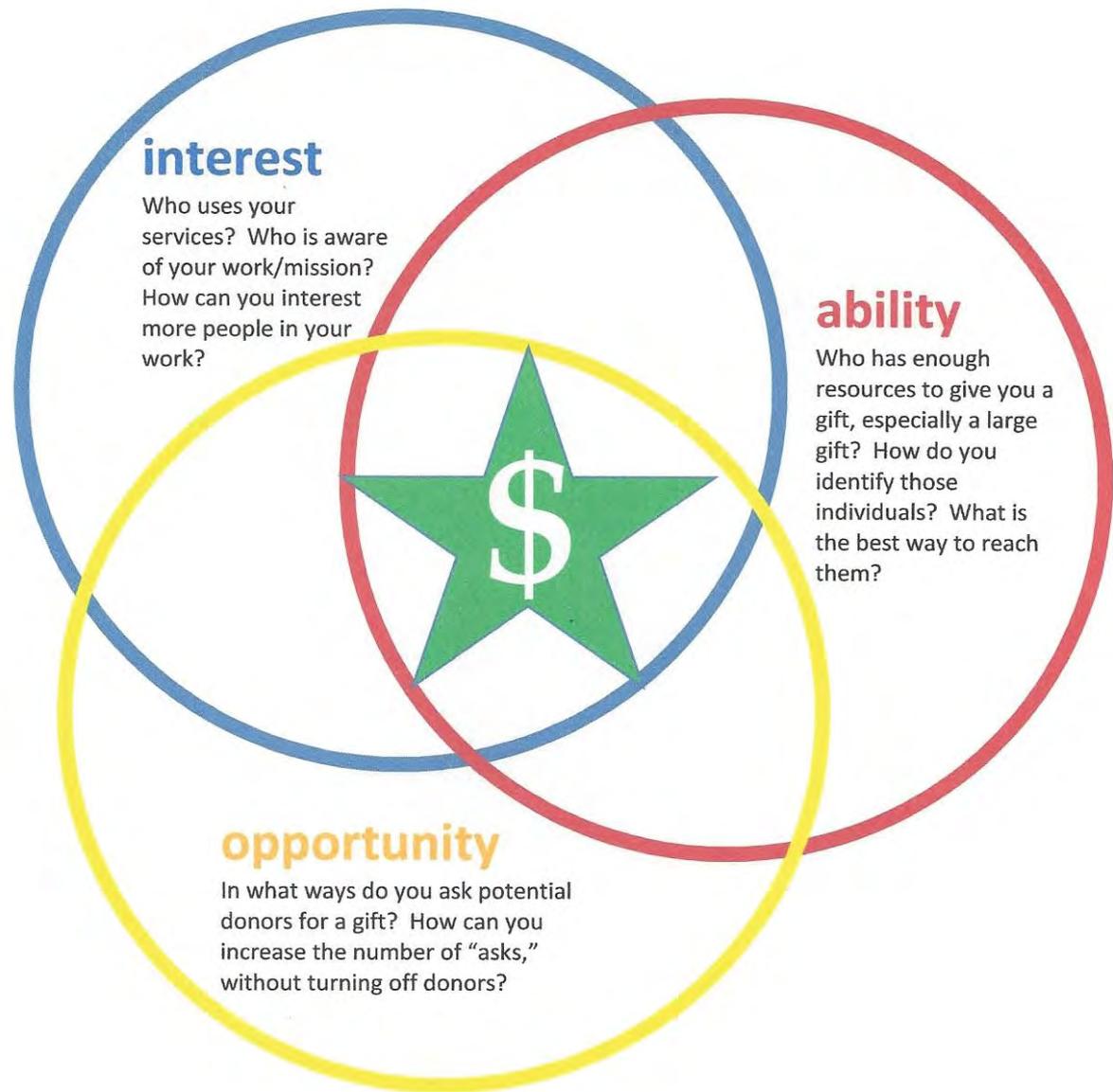
- 1. Separate System Foundation and Branch Friends – operate independently**
- 2. Systemwide Foundation, with Friends as “chapters”**
- 3. Foundation only with outreach to all branches**



# Fundraising Fundamentals



# Fundraising Fundamentals



# FUNDRAISING CATEGORIES & TYPES

## ORGANIZATIONAL GIVING

Grants:  
Philanthropic  
Foundation Gifts

Corporate  
Sponsorships

Government  
Grants

### KEYS

- Often staff/expertise driven
- Often relationship based
- Compelling projects

### PROS

- Often substantial gifts
- Usually project based –restricted
- Can be quick influx of income
- Can be less time on front end

### CONS

- Restricted – not operational
- Short term – not dependable
- Often weighty to administer

## INDIVIDUAL GIVING

Annual Fund &  
Annual Giving

Major Donors

On-Line Giving

Membership

Planned Giving

Memorials &  
Tributes

Family  
Foundation Gifts

### KEYS

- Starts with Board
- Awareness, PR & marketing
- Focus on Interest, Ability & Opportunity
- Annual approach
- Relationship based
- Thanks/Recognition

### PROS

- Usually unrestricted
- More predictable and dependable
- Base for other fundraising, i.e. events & bequests
- Less time intense

### CONS

- Grows gradually
- Requires good recordkeeping
- Annual costs
- Lots of work (although more spread out)

## EVENTS & ENTREPRENEURIAL

Dinner & Gala  
Type Events

Walk-a-thon  
Type Events

Book Sales,  
Contracting, etc.

### KEYS

- Mix of sponsorship and individual
- PR & marketing
- Board driven (not Library staff)
- Annual & repeated – fun!

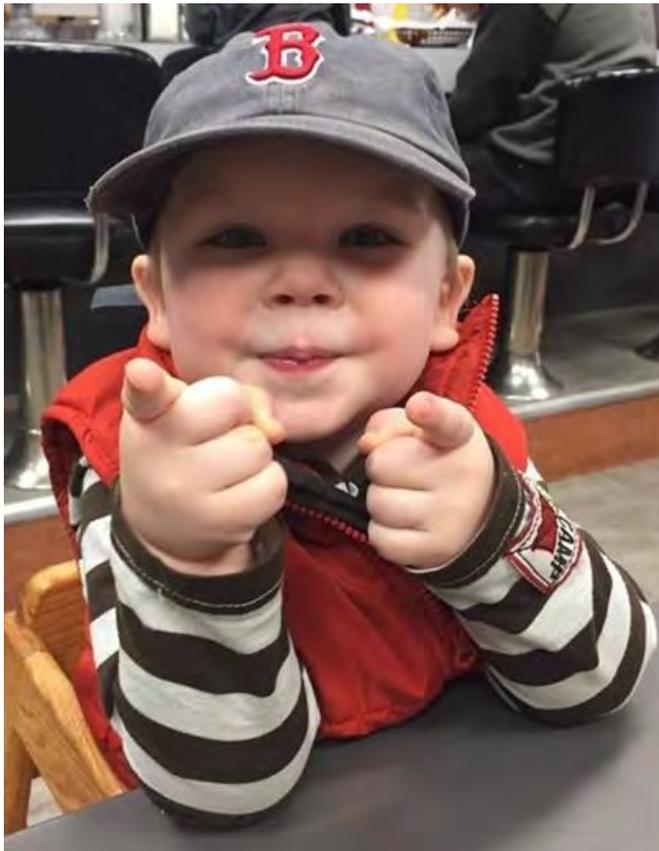
### PROS

- Usually unrestricted
- Somewhat predictable
- Helps increase donor base

### CONS

- Time intense & consuming
- Does it really make money?
- Risk: 3 years to be successful

# Individual Giving is the Heart of Effective Fundraising



- **Highest amount of giving**
- **Most stable and predictable**
- **Foundation and base for most other gifts**

# A Few Essential Keys to Fundraising

- **Giving is about RELATIONSHIPS**
- **Target donors**
- **Influential people are involved**
- **Strong mission/purpose**
- **Recognition is key**
- **Ask!**

# Why People Give – Non-Relationship



- **Tax considerations**
- **Community & civic pride**
- **Respect for the institution**
- **Confidence in the financial stability of the institution**

# Why People Give - Relationship

- **Regard for the staff/volunteer leadership**
- **Involvement with the Library**
- **Service or connection to the Board(s) or campaign leaders**
- **Enthusiasm for the project or mission of the Library**
- **To match a gift or challenge others**
- **To memorialize someone**

# Why Make Personal Appeals?

- 1. They build and strengthen relationships**
- 2. They deepen donor commitment to the institution**
- 3. They lead to major gifts**

# Findings from Background Review

- **Some Friends groups are in great shape, others less so**
- **Foundation has made significant advances in recent years, but still struggling**
- **The roles of the Friends, Foundation and District are confusing**

# Findings from Background Review

- **Lack of coordination/collaboration between the Friends and Fdtn.**
- **Lack of focus and messaging for fundraising**
- **There may be significant fundraising opportunities, but purpose still unclear**

## **JCLD'S STRATEGIC QUESTIONS**

- **What are your short and long-term goals?**
- **How can the Friends and Foundation best work together and support each other?**
- **What is best way to strengthen the Friends groups and Foundation? What is most needed?**
- **What will be focus and purpose of fundraising efforts?**



**LET'S WORK  
TOGETHER  
TO MAKE  
JCLD  
STRONGER.**



## 2-Year Plan to Increase Active Cardholders

Quarterly Update – April 2019

### Introduction

In the two-quarters covered by this report, staff began putting the pieces in place to dramatically increase the number of active cardholders in Jackson County. As we move forward with new projects and program proposals, staff is couching activity within the framework of increasing the number of active cardholders. To date, a significant percentage of the 2-Year Plan has been acted upon either to set wheels in motion for realizing cardholder gains or to put resources into place. Of 44 tactics specified in the Plan, a total of 34 have been achieved or have been initiated and are ongoing; 6 have been only partially implemented or are behind the target date and will need to be rescheduled; and 4 have target dates beyond the time of this report. Section 1 of this report summarizes what has been accomplished in the first two quarters since Plan adoption; Section 2 provides metrics with progress graphed against goals; and Section 3 discusses areas needing special focus to meet targets or to achieve results of tactics set in place.

### 1. Accomplishments

- Developed a Marketing Plan (under review by JCLD Board), ordered supplies and assembled full-blown marketing kits for efficient delivery of outreach at all locations; trained all branch staff in doing Outreach; and put together a process for easy assembly of customized marketing kits and delivery to branch on request.
- Hired additional Spanish-speaking staff to bring the total count to five from one, and developed the second in-place large-scale Spark Space in White City, which has the highest concentration of Latinx population.
- Added bilingual programming, including bilingual story-times, at three locations.
- Purchased additional Children’s Materials and Spanish-language materials with added \$100,000. This resulted in the addition of 10,449 Children’s and 1526 Spanish-language materials. All the funds are not yet spent, so this will increase by end of fiscal year. Circulation rates for these Spanish have gone up by 25% and Children’s has stayed the same since the same time last year.
- Reviewed the Circulation Policy regarding Nonresident Cards, Replacement Cards, Library Card requirements, and Additional Card types to open opportunities for additional holders and to bring Library users who were not Cardholders into the fold. These changes were adopted by the Board and put into effect in March. 47 new card holders for these card types have been added to date (April 5<sup>th</sup>).
- Purchased and put into circulation 12 Kindles as part of the JCLS Library of things. Twelve additional Kindles are on order with a May target date for availability to patrons.
- Purchased and implemented a pilot for supplying Laptops for in house use.
- Reviewed staffing which resulted in a recommendation to add to staffing to maximize opportunities for expanding outreach and service delivery, particularly regarding electronic resources. Analysis submitted to JCLD in February and additional staffing approved in March. Hiring is under way.
- Hired Business Librarian.
- Distributed first electronic Early Literacy Newsletter in January 2019. The second issue will be distributed in April.
- Established Makerspaces at two branches, with Central Point opening in September and the Grand Opening of White City scheduled for June 8<sup>th</sup>, 2019. In addition, purchases are being

made towards a mobile Makerspace for use at the branches and outreach. A target date of June 24<sup>th</sup>, 2019 is set for implementation at branches.

- Fee Amnesty event scheduled for May.
- Centennial festivities kicking off in April, with events being planned system-wide.
- Four electronic resources (databases) added to array of offerings that target school students, early learners, and adult learners. These include Brainfuse, Tumblebooks, Lynda.com, and Gale Courses. Database usage has increased 41% over last quarter, 93% over last YTD.
- Developed Collection Management Plan (approved by JCLD Board in October 2018) and implemented Plan. Launched full-scale weeding (six branches have undergone extensive weeding, including the largest branches, Ashland and Medford). This resulted in overall turnover rate increase from 1.82 to 3.46. Circulation year-to-date is increasing slightly.
- Developed special incentives for ComicCon attendees who have or sign up for a library card, for example the Escape Room will provide a 10% discount during the weekend to anyone who shows their library card. Developed special ComicCon library card.

## 2. Metrics by Goal Area and Progress Against Goals

Within each Goal Area, JCLS has developed the following metrics to assist in gauging progress and to ensure we are moving in a positive direction. Besides a metric, we provide a 5-year look at performance against selected goals and extrapolate a final number for FY18/19 based upon performance for three quarters of FY18/19. The overarching goal remains retaining active cardholders and adding new cardholders to dramatically increase numbers of active cardholders. However, tracking against these targets will help assess whether our tactics are being successful.

### Goal 1: Maximize Impact with Customers

*Metrics for Goal 1:*

#### Marketing

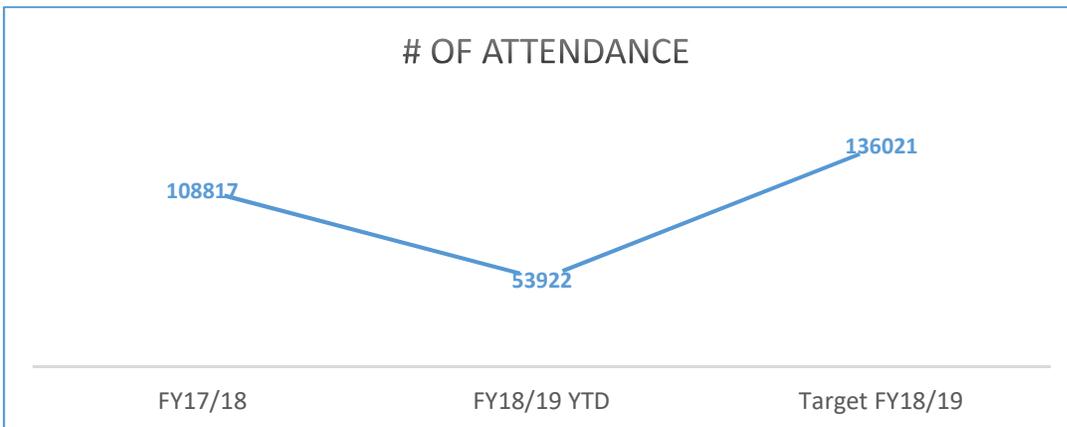
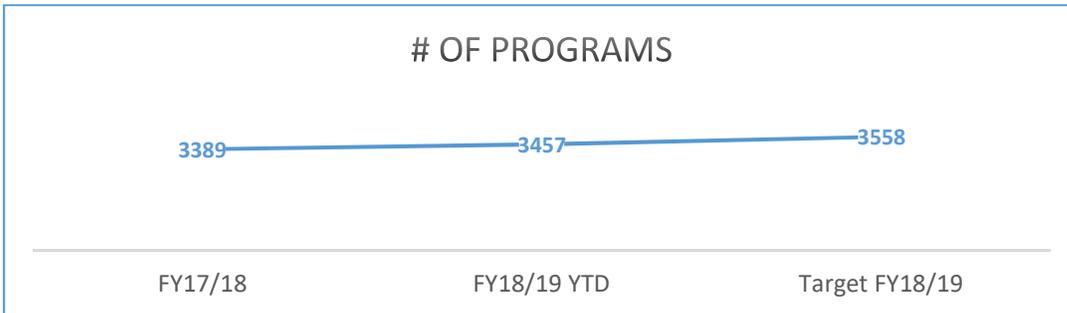
- 5% increase annually in sign-up for email marketing lists from a base of 3,930
- 20% increase number of followers on social media in FY18/19 from a base of 3,406
- 3% average click-through rate target from e-newsletters from a base of 2.40%
- 25% average open rate to be maintained

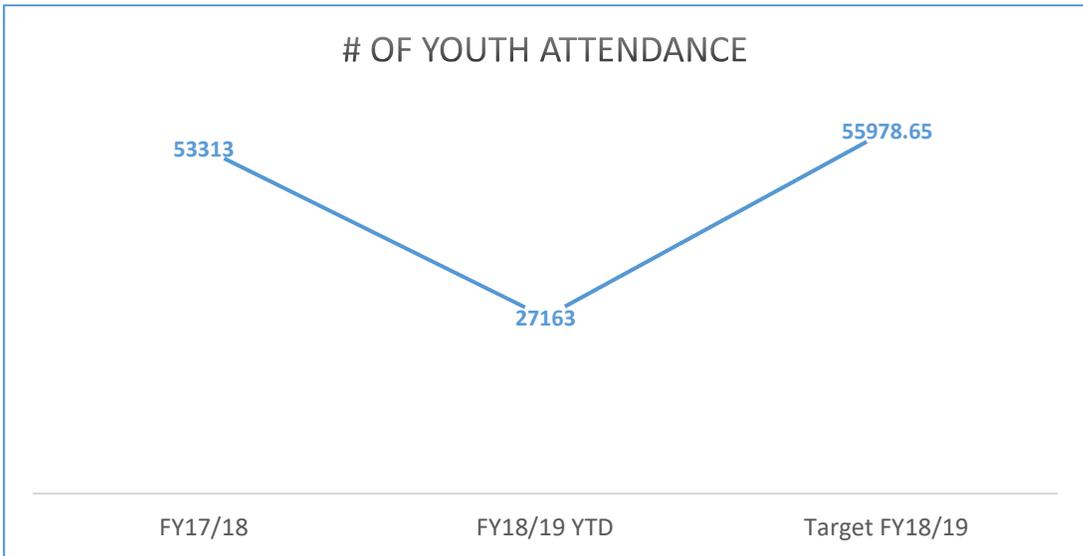
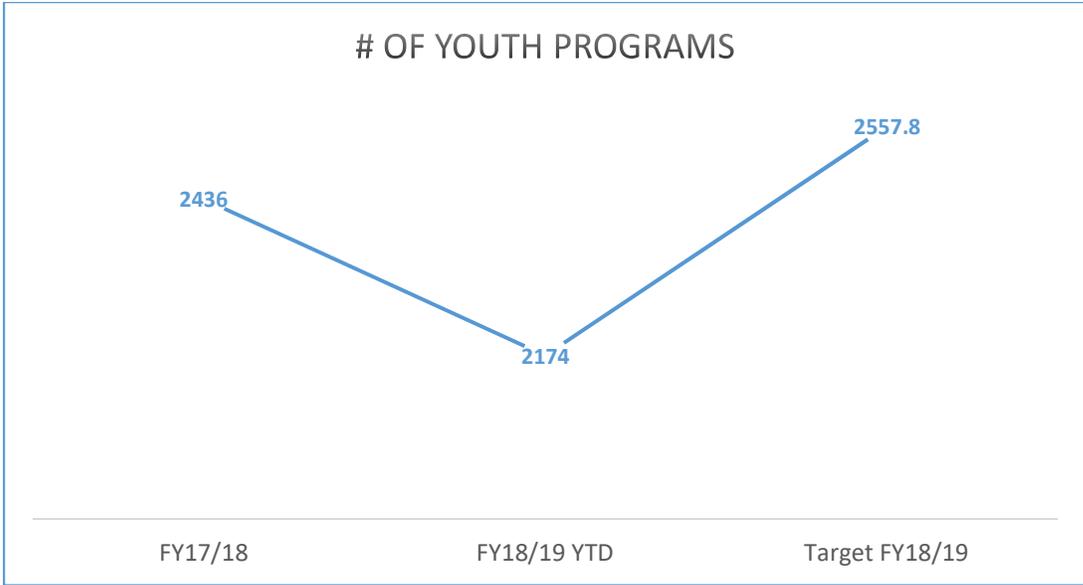




**Programs and Attendance**

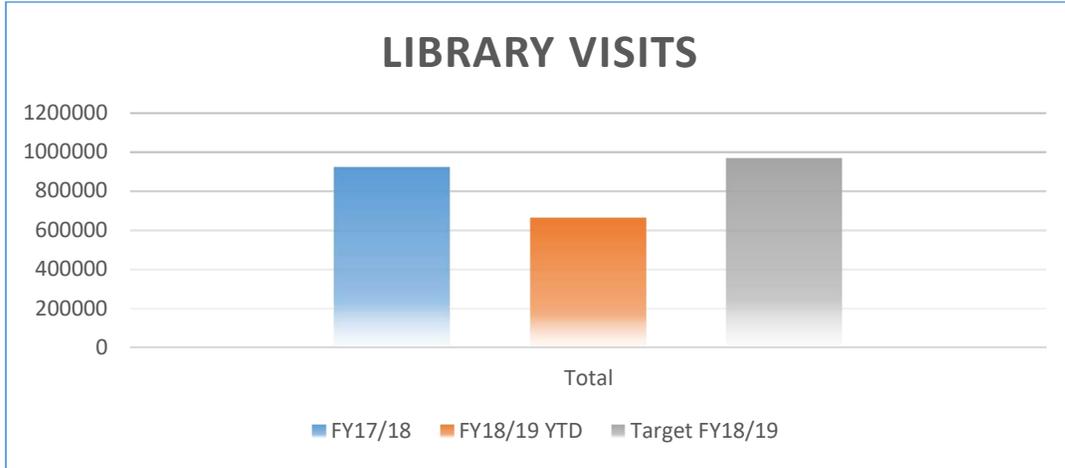
- 5% increase in the number of programs FY17/18 base number 4,845
- 25% increase in number of attendees using FY17/18 base number 108,817 as base
- Youth is a target group for cardholder increase, their program numbers and attendance are tracked separately





### Library Visitors

- 5% increase in library visitors each year using FY17/18 visitor count base 922,897

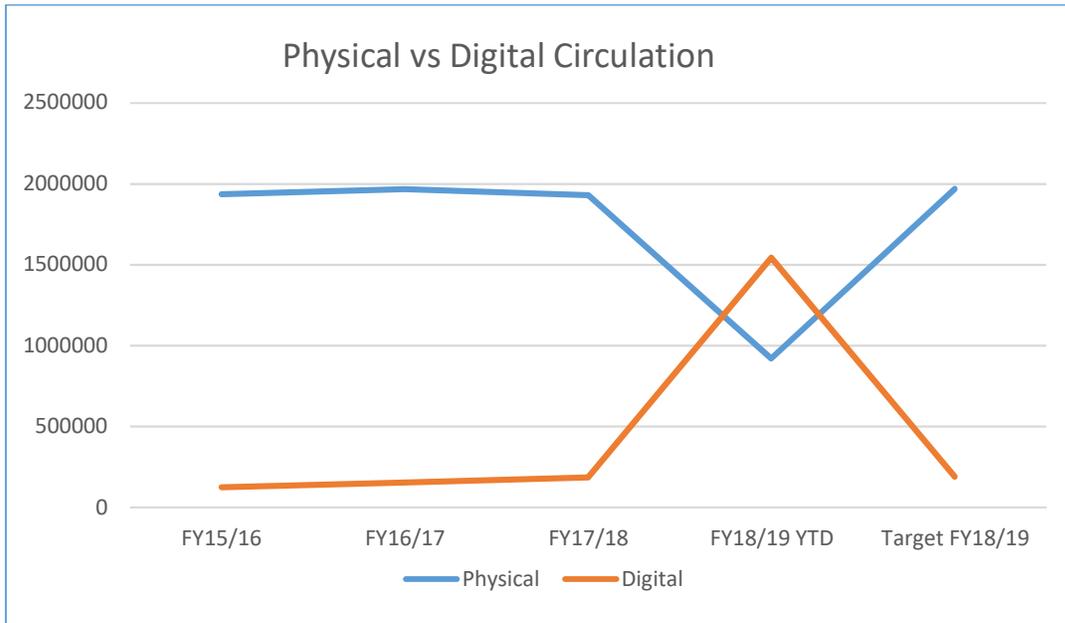


### Goal 2: Leverage Existing Resources and Services

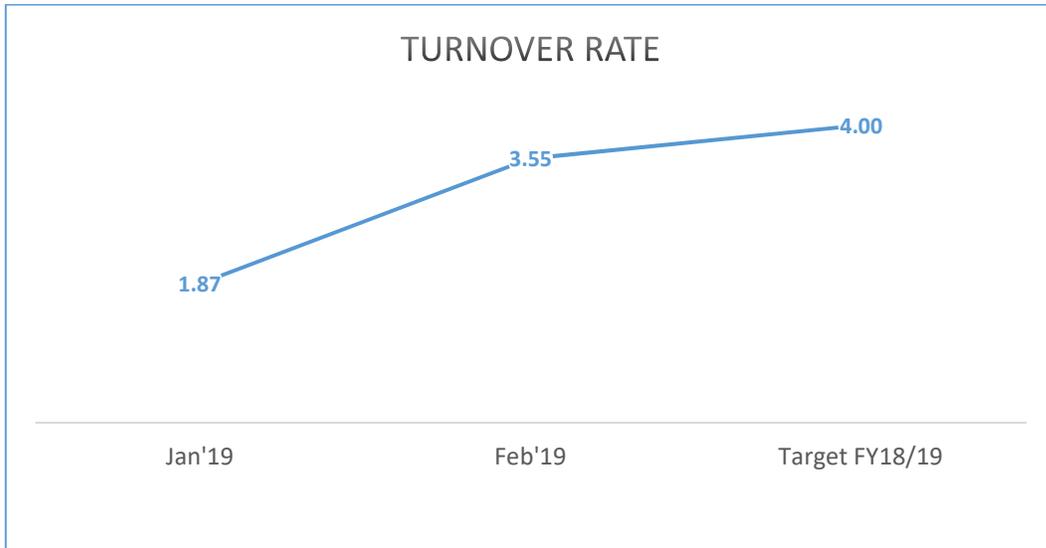
#### Metrics for Goal 2:

##### Circulation (physical and digital)

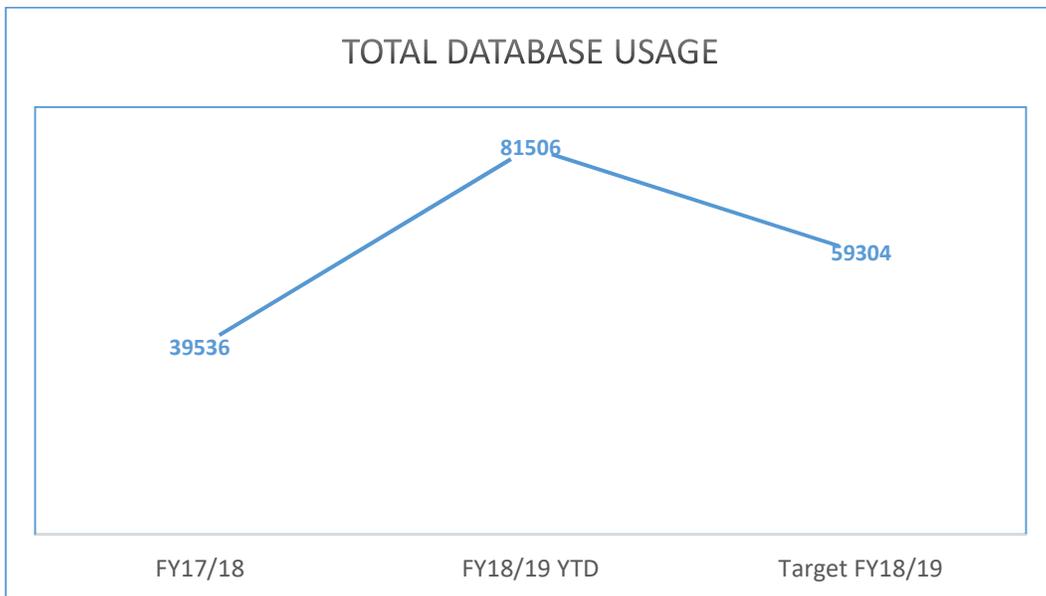
- 5% increase in total Circulation annually using FY17/18 1,930,092 as base
- 2% increase in Circulation of physical materials annually using FY17/18 1,744,892 as base
- 25% increase in Circulation of digital materials annually using FY17/18 186,010 as base



- Turn Over Rate
  - Target turnover rate of 4 in FY18/19
  - Target turnover rate of 5 in FY19/20



- Database Usage
  - 50% increase to database usage FY18/19 using FY17/18 39,536 as base
  - 25% increase to database usage FY19/20 using FY17/18 39,536 as base



### Goal 3: Develop New Customers

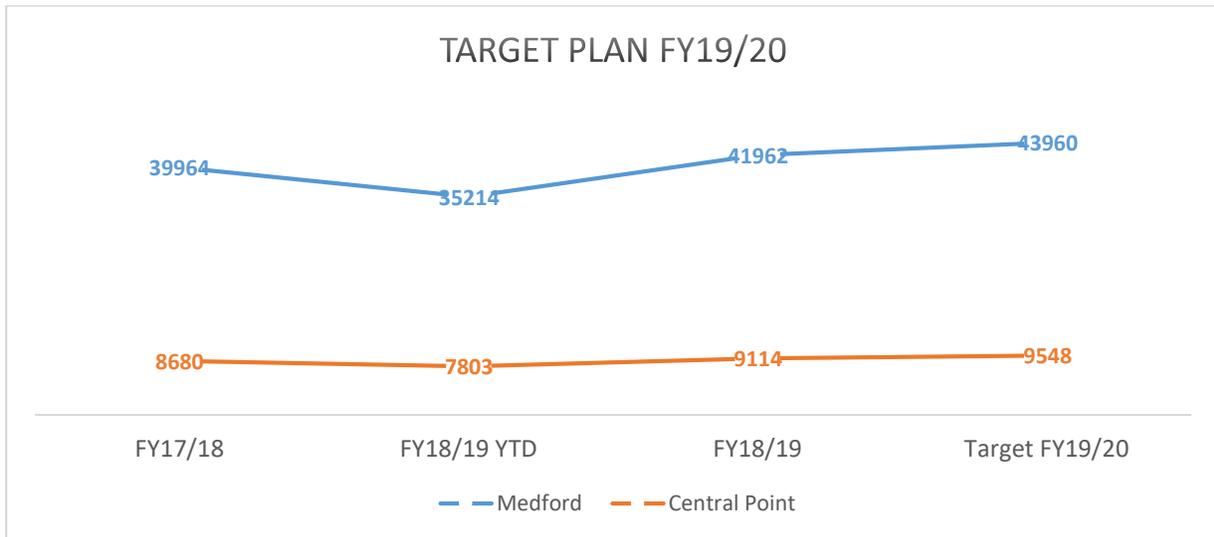
Metrics for Goal 3:

#### Patron Registration (New and Total)

- 3% increase in Total Patron Registrations by end of FY18/19 97,991 as base
- 3% increase in New Patron Registrations by end of FY18/19 7,616 as base
- 50% of Jackson County population (216,900) are active cardholders by end of FY18/19: goal is 108,450 active cardholders for FY18/19

#### Number of active cardholders in Medford and Central Point

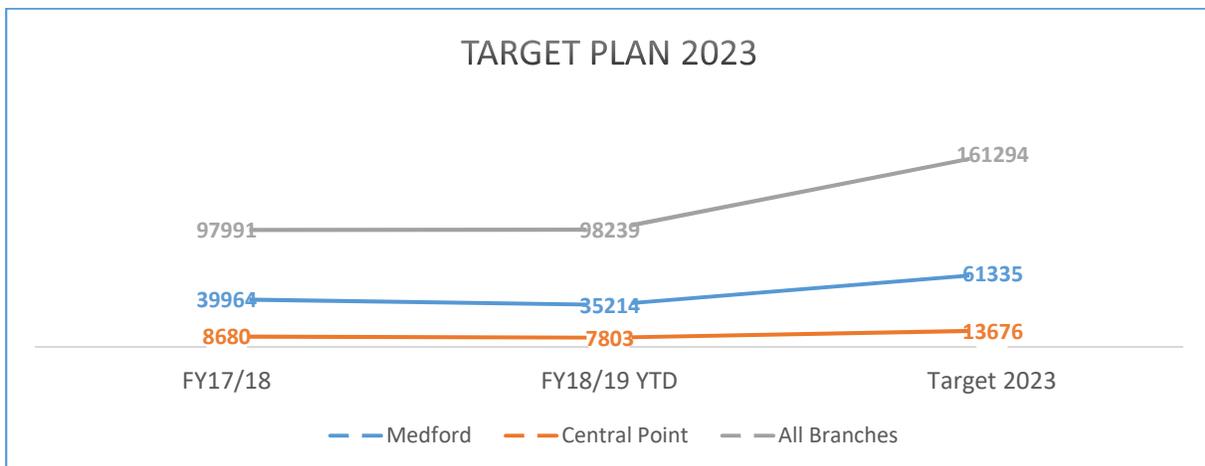
- 5% increase to new cardholders in FY18/19
- 10% increase to new cardholders in FY19/20



### Overall Goal: Increase Number of Active Cardholders to 75% of Jackson County Residents in 5 Years

Metric for Goal Overall Goal:

#### Number of active cardholders at 5-Year End



## Goal 4: Expand Current Partnerships

*Metrics for Goal 4:*

### **Bring School Cards to all District School Students**

- 100% of all Medford and Central School students have library cards end of FY19/20
  - Medford Enrolled 7,801
  - Central Point Enrolled 4,410
- Additional school districts will add to the success but are outside this metric

### **Develop additional partnerships**

- 10 new partnerships with community organizations, business and higher education
- These key organizations include but are not limited to those listed below, and partnerships will be marked by significant collaborative activity with increasing cardholder numbers as a goal.
  - Southern Oregon Historical Society
  - Rogue Community College
  - Assisted living facilities
  - Chambers of Commerce

## 3. Summary and Looking Towards the Fourth Quarter

Much work has been accomplished towards the plan. The challenge ahead will be to convert the changes into increases in cardholder numbers and to implement remaining pieces of the plan. Heavy promotion through Outreach and Marketing are key to getting the word out that JCLS is easy to do business with and provides exceptional value to residents' life quality. Areas for particular focus are setting in motion the School Card Program; establishing a relationship with the business community through the efforts of the Business Librarian; and putting into place the Plan activities to strategically reach out to the Latinx community. Overarching is a need to relentlessly promote through outreach, social media, and traditional marketing. JCLS is heading into its busiest season and all efforts are being made to make it the best ever.

# 2020 Transition Monthly Update – April 2019

Project Name                    **2020 Transition**

Project Manager (PM)   Lisa Marston, District Administrator

Date   04/05/2019

**Note: Phase I ends with a Board decision. Phase II will implement the Board’s decision.**

✓ = Task complete

Task	Person(s) Responsible	Task Status	End Date
------	--------------------------	----------------	----------

### HR/Staffing – Phase I

a. Retain employment law attorney	PM, Legal counsel	✓	03/13/2019
b. Deliver legal opinion to Board	PM, Legal counsel	✓	04/09/2019
c. Obtain further legal advice, as needed	PM, Legal counsel	On track	05/15/2019
d. Provide HR/Staffing recommendations to Board	PM, Legal counsel	On track	06/30/2019
e. Decisions on HR/Staffing by Board	Board	On track	07/31/2019

### Facilities

a. Contact Jackson County Legal Counsel	Legal counsel	✓	02/08/2019
b. Meet with cities, County, and other entities	Legal counsel, PM	On track	06/30/2019
c. Leases, deeds, agreements drafted	Legal counsel	On track	06/30/2020
d. Leases, deeds, agreements approved by Board	Board	On track	06/30/2020

### Technology/IT Support – Phase I

a. Procure and contract with IT consultant	PM	✓	03/24/2019
b. Submit Technology Survey to IT consultant	Tech Ctte	On track	04/30/2019
c. Carson Block Consulting (CBC) site visit (May 1-6)	Tech Ctte	On track	05/06/2019
d. Preliminary report and recommendations to Board	CBC	On track	07/31/2019
e. Final report and recommendations to Board	CBC	On track	08/31/2019
f. Decision on Technology by Board	Board	On track	09/12/2019

### Communications (internal/external)

a. Issue monthly 2020 Transition reports	PM	On track	06/30/2020
b. Implement first quarterly communication with LS&S	Board, LS&S	On track	04/30/2019
c. Develop external communications plan	Comm Team	On track	05/31/2019



## JCLS MARKETING PLAN

### 2019-2021

Updated April 4<sup>th</sup>, 2019

#### INTRODUCTION

In 2016, the Jackson County Library District Board of Directors adopted the *2016-2021 Strategic Plan* to set goals and priorities for the Library staff and Board. As part of the plan's implementation, the Board is actively working with Library Systems & Services (LS&S) to examine how the Library's resources can be leveraged to meet the strategic goals.

In July 2018, the Jackson County Library District Board established as an overarching priority increasing the number of active cardholders dramatically. The established goal is that 75% of Jackson County residents are active cardholders by end of FY 22/23. JCLS drafted the *2-Year Plan to Increase Active Cardholders* (the 2-Year Plan) to kick start this goal. The efforts in the 2-Year Plan support JCLS' mission to Learn, Connect, and Grow, while laying out strategies to begin to accomplish dramatic growth in active cardholder numbers. The number of active cardholders is a measure of how well the Library is engaging the community in the three goal areas. From enrichment and entertainment, to providing tools for academic and career achievement, to supporting personal growth, JCLS opens the door to lifelong learning.

The intention of the JCLS Marketing Plan is to significantly raise the image of the Library as vibrant and relevant, strengthen public perception of the library system holistically, and promote the Library at the branch level as the heart of the neighborhood community. By executing the tactics outlined in this Marketing Plan, library use will increase and more people will be active library users. It will refresh the way community members think about the role of libraries in their lives.

#### TARGET AUDIENCES

While recognizing that the goal is to reach all of Jackson County, the Jackson County District Library Board and the 2-Year Plan identified the following target audiences for focus, due in part to the opportunities to increase active cardholders among these groups:

- Medford and Central Point residents
- Children ages birth-five years old and parents/guardians/caregivers
- LatinX community/Spanish language speakers
- School-age Children

## **GALE ANALYTICS ON DEMAND**

JCLS subscribes to Gale Analytics on Demand, a software tool that tracks patron contact information, maps residences and JCLS locations, and segments registered users into Experian Marketing Group's Mosaic consumer lifestyle groups. JCLS will leverage this tool to support marketing efforts to advertise specific Library programs and services based on patron behaviors, needs, and lifestyles. Gale Analytics on Demand also offers predictive insights that help reach nonusers and convert them to cardholders. Its application to JCLS patron data is key to understanding where to focus marketing efforts to the target audiences outlined above.

On a regular basis, JCLS will analyze patron data using Gale Analytics to track and gain insight into results of marketing efforts and strategic initiatives laid out in the 2-Year Plan. The results of these analyses will inform decisions on where and how to modify marketing efforts for maximum results.

## **COMMUNITY DEMOGRAPHICS**

Jackson County has a unique demographic makeup, making it necessary to view the branches individually when identifying how to reach patrons and potential patrons. Because Medford and Central Point are identified as specific areas of focus for the *2-Year Plan*, these locations are integral to the Marketing Plan.

According to US Census Bureau data from 2017 and 2018, both Medford and Central Point have median ages (37) that are 5 years younger than Jackson County's (42). Both have senior populations (65+) that comprise less than 18% of their whole, with more than a quarter of their population being under the age of 18. Additionally both populations have high percentages of households with computers and broadband internet access (80-90%), suggesting digital marketing tactics and increasing awareness of the Library's digital services would be successful.

With Cardholder rates of 47% in Medford and 32% in Central Point, marketing activities will focus on reaching residents in the median age range. This focus will overlap with supporting growth of youth populations in these areas. While residents birth-five years old comprise only 5.6% of Jackson County's population, there are a growing number of young children in Medford, Central Point, and White City as well. White City has an even younger population (33) than Medford or Central Point while also having one of the County's highest LatinX populations (28% compared to 13% countywide). White City households are bilingual at nearly double the rate of other Patron communities, providing significant opportunity to reach nonusers through services and outreach by introducing marketing, programming, and general services in Spanish as well as English.

### **JCLS Marketing Goals:**

JCLS has established the following marketing goals on which to base its marketing efforts:

- Support the *2016-2021 Strategic Plan* and its supplemental plans, in particular the *2-Year Plan*
- Educate current active patrons about the breadth of Library Services
- Drive awareness of the Library and its offerings in the community
- Evolve brand perception

**GOAL ONE: RAISE THE IMAGE OF THE LIBRARY AS VIBRANT AND RELEVANT**

**OBJECTIVE: Ensure JCLS Service Population Is Aware of Library Services and Resources**

Creating a better foundation of awareness in the community will help shift the perception of the library's role and importance.

**TACTICS:**

- Develop marketing materials that clearly describe library services (i.e., updated brochures)
- Create targeted social media advertising campaigns, which can allow us to reach thousands of people in the JCLS service area, maximizing our advertising budget
- Routinely update print and online information to keep patrons informed of programs and services

**OBJECTIVE: Increase Use of JCLS Libraries**

Promoting more awareness of programs and services will drive more usage of our branches.

**TACTICS:**

- Promote library programs and services through social media and email newsletters
- Create advertising campaigns to promote library programs, events, and services

**OBJECTIVE: Advance Knowledge and Understanding of the Changing Role of Libraries**

An integral part of raising the image of the library and showcasing its modern relevance is by shifting the perception of the library itself.

**TACTICS:**

- Support staff training to promote 21<sup>st</sup> century library services
- Create advertising campaigns to inform the JCLS services population of modern services and resources

## **GOAL TWO: STRENGTHEN THE PUBLIC PERCEPTION OF THE LIBRARY**

### **OBJECTIVE: Increase Public Awareness**

As residents begin to understand the programs and services offered by the Library, active cardholders will increase. Social media is a key factor in reaching the target age group (30-40 year-olds) and the high percentage of internet users in targeted areas. 66% of current followers of JCLS social media accounts are between the ages of 25-44, and 71% are female.

#### **TACTICS:**

- Target 20% growth in average social media reach
- Improve social media engagement through content that users want to share, including graphics, videos, written content, and potential audio (such as podcasting)
- Target 25% of advertising budget on social media ad campaigns
- Advertise specific programs to educate the community about Library services
- Evaluate avenues for optimized reach and best practices for each strategy (e.g., what might work seasonally or for potential demographics). Potential vehicles for public campaigns include: direct mail, print inserts, billboards, radio ads, movie theater slides, and wrapped JCLS vehicles

### **OBJECTIVE: Create New, High-Level Events**

Create signature events that go beyond regular library programming to attract untapped demographic groups and non-patrons.

#### **TACTICS:**

- Work with program staff to develop a reading/interview series that attracts well-known authors on a quarterly basis
- Work with branch managers to develop unique in-branch programming that taps into our social media following
- Assess community needs to identify opportunities for future events

### **OBJECTIVE: Expand Support for Medford Comic Con**

Medford Comic Con has reached a critical point in its growth, having likely reached its peak for local attendance. For the event to continue and become a “destination” event, new marketing activities are required.

#### **TACTICS:**

- Identify opportunities to incentivize new library card signups (Tactic 5.1)
- Offer exclusive promotional items (e.g. collectibles, shirts, art prints, etc.)
- Feature more well-known celebrity guests
- Partner with companies that have national reach (e.g. comic publishers and collectible producers)

### **OBJECTIVE: Evaluate JCLS Re-Branding**

The current brand, while attractive, appeals to an older demographic, is passive, and because of the book motif, fails to connect the concept of the Library to electronic resources, online learning and job training opportunities, and the Library as community space. Because the target audience is largely made up of young families and

children, the branding would benefit from fun and energetic elements. The image JCLS portrays to the community sets the tone for perception and engagement. While recognizing the importance of brand consistency and the relatively short amount of time since JCLS last rebranded, it is equally important to consider the potential benefits of refreshing the public image.

While developing a new logo, the Jackson County Library Foundation's logo could also be updated, linking the two organizations more closely together and helping to increase collaborative fundraising. A similar opportunity to complement efforts to work more closely with JCLS Friends groups also exists.

**TACTICS:**

- Examine exterior signage and work with Facilities Management to restore signage as needed at all JCLS branch locations
- Develop full Brand Identity and Guidelines for logo, font, and ADA-compliance across JCLS branches
- Present rebranding concept and plan to Board of Directors
- Based on Board decision, unveil rebranding during JCLS 100<sup>th</sup> Anniversary celebrations in the Fall 2019

### **GOAL 3: INFORM THE COMMUNITY ABOUT LIBRARY SERVICES**

#### **OBJECTIVE: Enhance Website for Improved User Experience (UX)**

A usable and intuitive website is important for user retention and increased usage. In 2018 jcls.org had 144,084 visitors, with a bounce rate of 61% (though there is no set comparison for library websites in particular, a healthy bounce rate is 30-50%). Improved functionality and content will increase visitation and engagement and decrease bounce rate.

#### **TACTICS:**

- Continuous evaluation of jcls.org's functionality and its platform
- Create content for jcls.org that can be shared on social media to drive site traffic
- Target 10% growth in visitors, and 5% decrease in bounce rate

#### **OBJECTIVE: Evaluate and Enhance Email Marketing Efforts**

Email newsletters are an effective (and resurgent) marketing channel. The current JCLS newsletter has 3,930 subscribers, with an average Open Rate of 26% and Click Through Rate of 2.4% on a monthly send.

#### **TACTICS:**

- Adjust/improve content breadth
- Target 10% list growth through in-branch promotion
- Maintain 25% average Open Rate, and target 3% average Click Through Rate
- Target specific demographics/program users with customized messages
- Work with Youth Services Coordinator to produce a quarterly early literacy newsletter, including using it as a vehicle to promote the Library's services and resources in the area of early literacy (Tactic 1.3)

#### **OBJECTIVE: Develop Outreach Kits for all branches**

Providing dedicated outreach kits for off-site community events will encourage further opportunities to reach nonusers. This effort will be a joint endeavor with existing outreach teams as outlined in the *2-Year Plan* (Tactic 12.2).

#### **TACTICS:**

- Purchase updated technology, presentation materials, and handouts/giveaway materials
- Identify opportunities for the Library Director to speak or engage at community functions
- Along with management, conduct regular workshops on how to market successfully and how to use kits for promotion
- Work with Outreach Departments to identify new opportunities to promote the library in the community

#### **OBJECTIVE: Strengthen Collaborations with Existing Business Partners**

The Marketing Team will act as support for the plans and strategies of the Business Outreach Librarian as outlined in the *2-Year Plan* (Tactics 3.4, 11.5).

**TACTICS:**

- Enhance/increase collaboration and initiate new partnerships with businesses to educate them about services and programs that apply to the business community
- Work with small businesses directly as well as chambers of commerce across Jackson County to identify areas of commonality and partnering, such as program collaboration and joint marketing opportunities in the libraries and off-site

**OBJECTIVE: Collaborate with Jackson County Schools**

The Marketing Team will act as support for the plans and strategies of the Youth Services Coordinator and the Outreach to Childcare team as outlined in the *2-Year Plan* (Tactic 14.1).

**TACTIC:**

- Work with schools to identify opportunities to partner on programs
- Learn what the library can do to increase partnerships with specific schools as well as districts

**CONCLUSION**

As JCLS looks to the future and works to execute the goals of the *Strategic Plan* and *2-Year Plan*, strong marketing planning and activities are critical. Marketing efforts outlined in this plan will help JCLS retain existing patrons and reach new ones using new and previously successful campaigns.

Focusing on specific goals with clear objectives and tactics will ensure effective marketing and support JCLS as it provides library services of the highest quality to Jackson County.

	JANUARY	FEBRUARY	MARCH
<b>Library Closures</b>	New Year's Day (1/1) MLK, Jr. Day (3rd Mon)	President's Day (3rd Mon)	
<b>Other National Holidays/Events</b>	Inauguration Day (1/20 or 1/21)	Groundhog Day (2/2) Valentine's Day (2/14)	St. Patrick's Day (3/17) Easter (March or April)
<b>JCLS Campaigns/Programs</b>	Winter Reads (Dec-Feb) Happy New Year from the Library (1/1)	JCLS Winter Reads (Dec-Feb) Library Valentines (2/14) I Heart Unicorns – MED Children's	Saturdays at Hogwarts – CP
<b>National Campaigns/Events</b>	Nat'l Science Fiction Day (1/2) Nat'l Screenwriters Day (1/5) Nat'l Cut Your Energy Costs Day (1/10) Nat'l Sticker Day (1/13) Nat'l Winnie the Pooh Day (1/18) Nat'l LEGO Day (1/28) Nat'l Puzzle Day (1/29)	<b>Black History Month</b> Nat'l Library Lovers Month Nat'l Play Your Ukulele Day (2/2) National Hemp Day (2/4)	<b>Nat'l Women's History Month</b> Teen Tech Week NEA Read Across America Month <b>Dr. Seuss's Birthday (3/2)</b> Int'l Women's Day (3/8) Nat'l Children's Craft Day (3/14) Pi Day (3/14) Freedom of Information Day (3/16) Nat'l Tolkien Reading Day (3/25) <b>Children's and Teen Choice Book Awards (March-May)</b> Money Smart Week (3/30-4/6)
<b>Local Events</b>			Oregon Cheese Festival – CP

**Bold font** indicates related JCLS programming or involvement

	APRIL	MAY	JUNE
<b>Library Closures</b>		Memorial Day (Last Mon)	
<b>Other Holidays/Events</b>	April Fool's Day (4/1) Easter (March or April) National Tax Day (4/15) Earth Day (4/22)	Cinco de Mayo (5/5) Mother's Day (2nd Sun)	Father's Day (3rd Sun)
<b>JCLS Campaigns/Programs</b>	Medford Comic Con (4/27-28) Spring Booktalks announced (?)	Fine Amnesty/Fee Forgiveness Month White City Spark Space Soft Opening (5/18) Smokey Bear Storytimes – Upper Rogue Spring into Summer Reading – OCC	White City Spark Space Grand Opening Summer Reading Program (June-Aug) CASA Rocks! Summer Clothing Drive
<b>National Campaigns/Programs</b>	<b>National Poetry Month</b> Reading Without Walls Challenge Month <b>National Volunteer Month</b> Money Smart Week (3/30-4/6) <b>National Library Week (4/7-13)</b> National Library Workers Day (4/9) National Bookmobile Day (4/10) Library Giving Day (4/10) Take Action for Libraries Day (4/11) Preservation Week ( ) <b>D.E.A.R. Day (4/12)</b> <b>National Poem in Your Pocket Day (4/18)</b> Nat'l Support Teen Literature Day ( ) Children's Book Day (4/30) <b>Children's and Teen Choice Book Awards (March-May)</b>	<b>Children's and Teen Choice Book Awards (March-May)</b> <b>Get Caught Reading Month</b> Children's Book Week Reading is Fun Week <b>Choose Privacy Week (5/1-7)</b> National Library Legislative Day (5/7-8) Virtual Library Legislative Day (5/7-8) <b>Audiobooks Sync (May-July)</b> Asian/Pacific American Heritage Month Walt Whitman Bicentennial (5/31/19)	GLBT Book Month <b>LGBTQ Pride Month</b> <b>Audiobooks Sync (May-July)</b> Graduation
<b>Local Events</b>	<b>Pear Blossom Festival – MED</b> Ashland Independent Film Festival – ASH Central Point Eggstravaganza – CP	<b>Art in Bloom – MED</b> Wildflower Show – EP Discover CP Geocache Challenge – CP	Battle of the Bones – CP SPAM Festival – SC Children's Day – TA <b>Rooster Crow – RR</b> Battle of the Food Trucks – CP

**Bold font** indicates related JCLS programming or involvement

	JULY	AUGUST	SEPTEMBER
<b>Library Closures</b>	Independence Day (7/4)		Labor Day (1st Mon) Staff Day ( )
<b>Other Holidays/Events</b>			
<b>JCLS Campaigns/Programs</b>	Summer Reading Program (June-Aug) CASA Rocks! Summer Clothing Drive	Summer Reading Program (June-Aug) CASA Rocks! Summer Clothing Drive	Alice's Adventures in Wonderland – MED Applegate-Ruch How-to Fest Fall Booktalks announced (?)
<b>National Campaigns/Programs</b>	<b>Audiobooks Sync (May-July)</b>	<b>YALSA Teens' Top Ten Starts</b>	<b>Library Card Sign-up Month</b> Back to School National Hispanic Heritage Month International Literacy Day (9/8) <b>Banned Books Week</b> Read an eBook Day (9/18)
<b>Local Events</b>	<b>Children's Festival – JV</b> <b>4th of July Parade – ASH</b> Jackson County Fair – CP Rogue Valley Farm Tour Movies in the Park – CP Park and Rec Day – CP	<b>Jamboree – PR</b> Barnstormer's Vintage Fair – CP Movies in the Park – CP Citywide Open House – CP	<b>Back to School Open Houses</b> Harvest Festival – TA Phoenix Phestival – PH River Art Walk – SC Family Fun Day – WC <b>Multicultural Fair – MED</b> <b>Medford Park(ing) Day – MED</b>
	OCTOBER	NOVEMBER	DECEMBER

**Bold font** indicates related JCLS programming or involvement

<b>Library Closures</b>		Veterans Day (11/11) Thanksgiving (4th Thurs)	Christmas Day (12/25)
<b>Other Holidays/Events</b>	Columbus Day / Indigenous Peoples Day (floating Mon) Halloween (10/31)	Election Day (1st Tues after 11/1)	New Year's Eve (12/31)
<b>JCLS Campaigns/Programs</b>	Trick-or-Treat/Halloween at the Library	Windows in Time lectures announced	JCLS Winter Reads (Dec-Feb) Santa Storytime/Parties at the Library CASA Giving Tree Drive Share the Warmth With Maslow Drive JCLF Annual Appeal Local Author Fair – ASH
<b>National Campaigns/Programs</b>	Family History Month YALSA Teens' Top Ten Ends Teen Read Week National Friends of Libraries Week Women's Small Business Month	International Games Week Picture Book Month Native American Heritage Month	
<b>Local Events</b>	Pumpkin Fest at Hanley Farm – CP		<b>Festival of Trees – MED</b> Community Christmas and Lights Parade – CP

**Bold font** indicates related JCLS programming or involvement

April 11, 2019

**Title:** Meeting Room Use Policy

**From:** Kristin Anderson, Bear Creek Cluster Manager/Ashland Branch Manager

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**Summary:**

The following document is a revision to the existing “Use of Meeting Room” policy.

**Actions, Options, or Potential Motions:**

Review and discuss the proposed policy. If appropriate, vote to approve or provide feedback for revision.

**Recommendation:**

It is recommended that the board approve this new policy at the April board meeting for implementation on May 6, 2019.

**Resource Requirements:**

The attached policy would alter the fee structure for meeting room use. It is recommended that, moving forward, meeting rooms be provided to the public at no charge with a library card in good standing. This would result in a reduction in revenue of approximately \$26,000 (based on calendar year 2018 numbers). Because processing these fees is a labor intensive process, it is also estimated that approximately 0.25 FTE resource will be freed up to handle other needed administrative tasks. We will be implementing software at all branches that will allow patrons to make their own bookings (this software is part of our LibApps tool, is currently in use by Medford, and, as such, represents no additional cost to JCLS). This will cut down on staff time needed to reserve rooms, not to mention that staff will not be taking time to collect money. Denise in the Business Office estimates that she spends up to 50% of her time on meeting rooms, answering patron questions, helping explain the rules and what allows free vs paid use of a room, taking money, and issuing key cards. We will also be updating the FAQ on the website and training more staff to answer questions about meeting rooms, so after the changes are approved, Denise estimates that meeting rooms will take closer to 20-25% of her time. In light of this trade off one can view the change as “budget neutral.”

**Policies, Plans, and Goals Supported:**

This initiative supports the 2-Year Plan to Increase Library Cardholders. In addition, it would bring JCLS into alignment with the ALA’s recently amended (1/19) interpretation of the Library Bill of Rights for Meeting Rooms: “If meeting rooms and spaces are open to the public, libraries should include a section in their policy that addresses fees. Charging fees does not change the status of meeting rooms and spaces as designated public forums. Library governing bodies that decide to charge fees for use of library spaces should consider local and state laws, the ALA’s Code of Ethics, and the *Library Bill of Rights*. Charging fees for the use of library meeting rooms or facilities may abridge or deny access for some community members.”

**Background and Additional Information:**

In September 2018, the Jackson County Library District Board approved the 2-year Active Cardholder Plan with 42 initiatives to radically increase the number of Jackson County residents who have library cards and are actively engaged in using the Library. One of the initiatives in this plan suggested requiring library

cards for meeting room use to create an incentive for community members whose only engagement with the library is through meeting rooms to get a library card, thereby increasing active cardholders.

**Attachments:**

Policy draft attached.

<b>Policy 5-13</b>	<b>Meeting Room Use</b>	<b>Created:</b> 10/8/2015 <b>Revised:</b> 3/28/2019 <b>Approved:</b>
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**I. Purpose**

This policy explains the guidelines for public use of meeting and study rooms within Jackson County Library District facilities (Herein referred to as the “District” or “Library”).

**II. Introduction**

As the information center for its communities, Jackson County Library Services (JCLS) encourages the free expression of ideas essential to an informed citizenry. The offering of meeting room space in library facilities is one of the many methods used to provide access to ideas representing all points of view on all subjects.

Permission granted to meet in a library meeting room or study room in no way constitutes endorsement by the Library of the policies or beliefs of any group or organization. *No group may list JCLS as a host, partner or sponsor without prior express written permission from the Library Director or designee.*

Library programs, library related organizations and library sponsored events have priority in the use of meeting and study room spaces. JCLS reserves the right to reschedule confirmed room reservations to accommodate library meetings or events. JCLS will strive to avoid such conflicts and work to provide an alternate solution.

**III. Room Scheduling and Access**

JCLS meeting rooms are available at no charge to the public with a JCLS Full Service library card in good standing. A library card is required to book a meeting room. If a group is from out of the area, a JCLS non-resident library card may be purchased. See Policy 5-6, Fee Schedule, for current charges.

Space is available to the public on a first-come, first-served basis and may be reserved up to six months in advance. The number of reservations is limited to 5 per month per library card. Refer to the [JCLS Meeting Room](#) website site for branch specific information and instructions on how to reserve a room.

For meeting room access when the library is closed, the meeting organizer must pick up a key before the event. Arrangements are to be made at each branch location. Failure to return the key immediately after the event may result in additional charges including rekeying the branch.

Any printed or electronic advertisement or notification of a meeting to take place at the Library must include the disclaimer: ***This meeting or event is not sponsored nor endorsed by the Library.***

If the event booked in the meeting room(s) is open to the public and is not sponsored by the library, inquiries from the public about the meeting will be directed to the person who made the meeting room(s) reservation. The information that JCLS will share with the public is contact name, phone number, and email address.

#### **IV. Special Use**

With special permission, JCLS may make its facilities available for nonstandard usage, that is, usage that goes beyond standard meetings, trainings, receptions, and other such events. Examples of nonstandard usage are:

- a. Service of alcoholic or cannabis products
- b. Use that includes the presence of animals.
- c. Provision of health services.
- d. Introduction of oversize materials, large equipment and/or decorations that have the potential to damage the facilities or its furnishings.
- e. Use of parts of the library or its grounds outside the meeting rooms.

Requestors should be aware that purchase of an insurance rider shall be required for nonstandard usage. Information on how to purchase insurance can be found on the [JCLS Meeting Room](#) website.

#### **V. Meeting and Study Room Rules**

The following rules apply to all JCLS Community Meeting and Study Rooms.

- a. No person may be denied access to a meeting for which no admission is charged, or where admission is not limited to membership, so long as that person complies with the [JCLS Patron Code of Conduct Policy](#) and all posted library rules.
- b. An authorized representative of the group reserving the meeting room must remain on the premises throughout the period for which it is reserved, or until the meeting ends. At least one adult must be present at any meeting of youth under 18 years old.



- c. Individuals and organizations using community meeting rooms are responsible for room set-up, and returning the room to its original configuration. Library meeting rooms must be restored to their original clean condition, including layout of tables and chairs, and users of library meeting rooms agree to pay for any damages to library property. Food is permitted in meeting rooms, but alcoholic beverages are not allowed in or on library property unless a special use request has been approved (see section IV, above).
- d. In study rooms, non-alcoholic beverages are permitted, but must be in a closed container.
- e. Smoking, including use of inhalant delivery systems, is not permitted in any library building. Drugs, any activity that uses open flames including candles and the use of tobacco products are prohibited in the library meeting and study rooms.
- f. Groups and individuals who use the meeting rooms are guests of the Library, and their use of the space should reflect that understanding.
- g. Meeting and study room privileges may be revoked for non-compliance with JCLS policies and all posted library rules.
- h. Use of the premises may be prohibited or terminated at any time if the conduct of the group interferes with staff work or patron use of the library, is disruptive to library service or patrons, or is abusive or dangerous to the building, library materials, exhibits, furnishings, or individuals in the building.
- i. The responsible party agrees to exercise reasonable care in the use of JCLS property and indemnify and hold harmless JCLS from and against any loss, damage, liability, claim, or demand caused in whole or in part by the negligent acts or omissions of the group using the Community Meeting Room.
- j. Security for meetings held outside normal library hours is the responsibility of the group using the facility and may be required if deemed necessary by JCLS staff.
- k. Use of the meeting and study room(s) constitutes agreement to the terms and conditions set forth in this policy.



Library Operations Policies

Section 5

Policy 5-13	Meeting Room Use	Created: 10/8/2015 Revised: 3/28/2019 Approved:
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I. Purpose

This policy explains the guidelines for public use of meeting and study rooms within Jackson County Library District facilities (Herein referred to as the “District” or “Library”).

II. Introduction

~~Adopted by the Jackson County Library District Board on October 8, 2015~~

~~This revised policy replaces Section 7.2 PUBLIC USE OF LIBRARY MEETING ROOMS from the Jackson County Policy Manual adopted on April 2, 2015.~~

As the information center for ~~our~~its communities, Jackson County Library Services (JCLS) encourages the free expression of ideas essential to an informed citizenry. The offering of meeting room space in ~~our~~library facilities is one of the many methods used to provide access to ideas representing all points of view on all subjects.

Permission granted to meet in a library meeting room or study room in no way constitutes endorsement by the Library of the policies or beliefs of any group or organization. No group may list JCLS as a host, partner or sponsor without prior express written permission from the Library Director or designee.

Library programs, library related organizations and library sponsored events have priority in the use of meeting and study room spaces. JCLS reserves the right to reschedule confirmed ~~meeting~~ room reservations to accommodate library meetings or events. JCLS will strive to avoid such conflicts and work to provide an alternate solution.

III. Room Scheduling and Access

JCLS meeting rooms are available at no charge to the public with a JCLS Full Service library card in good standing. A library card is required to book a meeting room. If a group is from out of the area, ~~A~~ JCLS non-resident library card may be purchased. See

[Policy 5-6, Fee Schedule, for current charges.](#)

Space is available to the public on a first-come, first-served basis and may be reserved up to six months in advance. The number of reservations ~~for a group is within a month is limited to 5 per month per library card. may be limited based upon local branch guidelines.~~ Refer to the [JCLS Meeting Room reservation website](#) site for branch specific information and instructions on how to reserve a room.

~~JCLS meeting rooms are available at no charge to the public with a JCLS Full Service library card in good standing. A library card is required to book a meeting room. A JCLS non-resident library card may be purchased.~~

#### **Use at no charge**

~~Community non-profit organizations may reserve and use library meeting rooms without charge under the following conditions:~~

- ~~• The meeting must be open to all people who wish to attend.~~
- ~~• No fees or donations may be collected or solicited for admission or participation in the meeting or event.~~
- ~~• The organization may not conduct sales except for library sponsored or library-affiliated programs such as Friends of the Library or the Jackson County Library Foundation.~~

#### **Rental for a fee**

~~JCLS does charge a fee under the following conditions:~~

- ~~• Rentals to for-profit companies or organizations as well as private parties~~
- ~~• Rentals to government and quasi-government agencies, religious, and non-profit organizations for meetings not open to and advertised to the general public, e.g., board meetings, committee meetings, practice sessions, training session, and the like.~~

~~Refer to the reservation site for Frequently Asked Questions about meeting room fees. Arrangements should be made at least one week in advance of the meeting date and fees are to be paid in full at that time. In the case of a room cancellation, notify the staff at least two days in advance.~~ For meeting room access when the library is closed, the meeting organizer must pick up a key before the event. Arrangements are to be made at each branch location. Failure to return the key immediately after the event may result in additional charges including rekeying the branch.

~~Any printed or electronic advertisement or notification of a meeting to take place at the Library must include the disclaimer: ***This meeting or event is not sponsored nor endorsed by the Library.***~~

~~If the event booked in the meeting room(s) is open to the public and is not sponsored by the library, inquiries from the public about the meeting can will be directed to the person that who made the meeting room(s) reservation. The information that JCLS will share with the public is name contact name, phone number, and email address.~~

#### IV. Special Use

With special permission, JCLS may make its facilities available for nonstandard usage, that is, usage that goes beyond standard meetings, trainings, receptions, and other likesuch events.

Examples of nonstandard usage are:

- ~~a.~~ Service of alcoholic or cannabis products
- ~~a.b.~~ Use that includes the presence of animals.
- ~~b.c.~~ Provision of health services.
- ~~c.d.~~ Introduction of oversize materials, large equipment and/or decorations that have the potential to damage the facilities or its furnishings.
- ~~d.e.~~ Use of parts of the library or its grounds outside the meeting rooms.

Requestors should be aware that purchase of an insurance rider shall be required for nonstandard usage. Information on how to purchase insurance can be found at this on the link JCLS Meeting Room- wWebsite. The instructions for using the insurance program can be accessed at the end of this policy. Contact your branch library for more information.



## V. Meeting and Study Room Rules

The following rules apply to all JCLS Community Meeting and Study Rooms. ~~Branch specific rules can be reviewed at the JCLS Meeting Room reservation site.~~

- a. No person may be denied access to a meeting for which no admission is charged, or where admission is not limited to membership, so long as that person complies with the JCLS Patron Code of Conduct Policy and all posted library rules.

- a. An authorized representative of the group reserving the meeting room must remain on the premises throughout the period for which it is reserved, or until the meeting ends. At least one~~An~~ adult must be present at any meeting of youth under 18 years old.

- ~~a.~~ Individuals and organizations using community meeting rooms are responsible for room set-up, and returning the room to its original configuration.

- ~~b.~~ Library meeting rooms must be restored to their original clean condition, including layout of tables and chairs, and users of library meeting rooms agree to pay for any damages to library property.



b. Food is permitted in meeting rooms, but alcoholic beverages are not allowed in or on library property unless ~~prior written authorization has been obtained from the Library Director~~ a special use request has been approved (see section IV, above). ~~Approval will be subject to compliance with any laws and regulations of the State of Oregon, and may require proof of insurance.~~

~~b.c.~~ In study rooms, non-alcoholic beverages are permitted, but must be in a closed container.

~~c.d.~~ Smoking, including use of inhalant delivery systems, is not permitted in any library building. Drugs, any activity that uses open flames including candles and the use of tobacco products are prohibited in the library meeting and study rooms.

e. Groups and individuals who use the meeting rooms are guests of the Library, and their use of the space should reflect that understanding. ~~Library meeting rooms must be restored to their original clean condition, including layout of tables and chairs, and users of library meeting rooms agree to pay for any damages to library property.~~

~~d.f.~~ Meeting and study room Privileges may be revoked for non-compliance with JCLS Policy policies and all posted library rules.

~~e.g.~~ Use of the premises may be prohibited or terminated at any time if the conduct of the group interferes with staff work or patron use of the library, is disruptive to library service or patrons, or is abusive or dangerous to the building, library materials, exhibits, furnishings, or individuals in the building.

h. The responsible party agrees to exercise reasonable care in the use of JCLS property and indemnify and hold harmless JCLS from and against any loss, damage, liability, claim, or demand caused in whole or in part by the negligent acts or omissions of the group using the Community Meeting Room.

f.i. Security for meetings held outside normal library hours is the responsibility of the group using the facility and may be required if deemed necessary by JCLS staff.



§.j. Use of the meeting and study room(s) constitutes agreement to the terms and conditions set forth in this policy.

April 11, 2019

**Title:** Board Membership Policy

**From:** Lisa Marston, District Administrator

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**Recommendation:**

The District Administrator recommends that the Board approve the Board Membership Policy.

**Budget Impacts:**

None.

**Policies, Plans, and Goals Supported:**

Elected boards provide the ultimate governance and guidance of an organization. A policy that explains the requirements of membership on the District’s Board of Directors helps to inform potential candidates about the Oregon statutes that created the District and the purpose of the governing Board, thereby supporting the success of the District Board as a whole.

**Community Impacts:**

The community is served by the Library District, which is governed by a Board of Directors; therefore, taking steps to attract a qualified, informed, and committed Board of Directors has a positive impact on the community.

**Background and Additional Information:**

Special Districts Association of Oregon (SDAO) recommends that all Oregon Special Districts have a Board Membership Policy.

**Attachments:**

- 1. Board Membership Policy



<b>Policy 1-1</b>	<b>Board Membership</b>	<b>Approved:</b> 01/08/2015 <b>Last Revised:</b> 02/14/2019
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**I. District Formation and Board Governance**

Pursuant to an election held in Jackson County on the 20<sup>th</sup> day of May 2014, the voters authorized the creation of the Library District to serve Jackson County. The organization is called the “Jackson County Library District,” hereafter referred to as “District”. Following its formation, the District assumed and performs functions as provided in Chapters 357 and 198 of the Oregon Revised Statutes and all other relevant state statutes that relate to Library Districts.

The purpose of the Board, on behalf of the people of Jackson County, is to see to it that Jackson County Library District (1) achieves appropriate results for appropriate persons at an appropriate cost and (2) avoids unacceptable actions and situations. As provided for in ORS 357.256, the District Board shall be the governing body of the District and shall exercise all powers thereof.

The District’s Board Governance Policies will not create any enforceable right, contract, employment agreement or expectation on the part of any person; and any deviation from a District policy will not in itself render any District action invalid, void or voidable, nor will such deviation constitute evidence of negligence. The Board may deviate from policy when to do so serves the public interest or avoids hardship as the Board may determine. Policies will comply with all applicable federal, state and local laws and regulations. If any policy or portion thereof is found to conflict with any local, state, or federal law or regulation, such policy or such portion thereof will be deemed void without further Board action.

**II. District Board Members**

According to Oregon statute, the officers of the District shall be a Board of five members, to be elected by the electors of the District (ORS 357.226).

- a. Any elector residing within the District is qualified to serve as a District Board member. (ORS 357.226).
- b. The boundaries of the District include all territory within Jackson County, Oregon.
- c. Current employees of Library Systems and Services, Inc. and District employees may not serve as Board members (ORS 198.115).

### **III. Election of Board Members**

The election of Board Members shall be conducted as provided by the District's enabling statute (ORS Chapter 357) and ORS Chapter 255.

- a. Board members are elected at large by position number by the electors of the District (ORS 357.241). Board member positions are numbered 1 through 5. The candidate receiving the highest number of votes in each position shall be elected. Position numbers are transferred to the successors of each Board member.
- b. Regular District elections are held in each odd-numbered year on the third Tuesday in May (ORS 255.335).

### **IV. Qualifications**

No person elected or appointed to the Board shall be sworn in unless such person meets the qualifications for office set forth in the District's organic act (ORS Chapter 357). If questions exist regarding the eligibility of any candidate, the Board shall obtain an opinion from legal counsel prior to swearing in such person.

### **V. Oath of Office**

Each District Board member elected shall take an oath of office and shall hold office from July 1 following his or her election (ORS 357.236).

Board members appointed to fill a vacancy shall take an oath of office at a Board meeting prior to assuming the duties of the position.

### **VI. Term of Office; Starting Date**

The term of a District Board Member is four years (ORS 357.236).

- a. Except where the Board is filling a vacancy on the Board, terms of office shall start on July 1.
- b. Each District Board Member shall hold office until election and qualification of a successor.
- c. Terms shall be staggered so that not all Board members start four-year terms at the same time.

### **VII. Vacancies**

Vacancies on the Board due to resignation or incapacity to serve are to be filled by the remaining members of the Board in accordance with ORS 198.320.

## **VIII. Conflict of Interest**

No member of the Board shall have any financial interest, either directly or indirectly, in any contract to which the District is a party, nor shall receive a salary or any payment for material or for services rendered the Board (ORS 357.460).

- a. In the event of an actual conflict of interest, a Board member must declare the conflict and abstain from consideration of and voting on the matter.
- b. In the event of a potential conflict of interest, a board member shall declare such conflict but may participate in discussions and vote if the Board member states that s/he is able to consider and vote on the matter without bias.

## **IX. Expense Reimbursement**

Board members may be reimbursed for actual and reasonable expenses incurred in the performance of their duties (ORS 357.460) based on current federal rates.

## **X. Interaction Agreement**

In its work together, the Board always shall seek the best outcomes for the District, its users, and its taxpayers. The members of the Board shall listen carefully to one another and strive to hear the best elements of a suggestion. Members should respond to communications from fellow Board members in a timely manner. The Board shall seek to create an atmosphere where differences of opinion are expressed freely. Members will be candid, clear, and careful to avoid what might appear to be public criticism of a fellow Board member. The Board shall involve each other in discussions they have about the District to ensure that everyone is able to make informed decisions.

## **XI. Education**

Board members should be aware of the requirements of the Oregon Government Ethics laws, Oregon Open Meetings Law, and all other laws and policies pertaining to the District and ethical standards expected of members. Members are encouraged to attend conferences and other training relevant to District business. The District's budget should include adequate resources for Board development.

## **XII. Board Candidates; Orientation of New Board Members**

District staff shall cooperate impartially with candidates for the Board and provide them with information about Board policies, administrative regulations, and other aspects of the operation of the District. The Board and District staff shall assist each new member-elect and appointee to understand the Board's functions, policies, procedures, and legal and ethical responsibilities before s/he takes office. Newly elected or appointed Board members shall undergo an orientation process as outlined in the *Board Member Orientation Policy*.

April 11, 2019

**Title:** Proposed Materials Budget FY 2019/2020

**From:** Wende Glimpse, Collection Development Librarian

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**Summary:**

Proposing an increase to the FY 2019/2020 materials budget above the amount specified in the contract.

**Actions, Options, or Potential Motions:**

Review and discuss the proposed materials budget. If appropriate, vote to approve or provide feedback for revision.

**Recommendation:**

It is recommended that the board approve this proposed materials budget for the FY 2019/2020.

**Resource Requirements:**

The proposed materials budget FY 2019/2020 is \$324,448 more than the planned FY 2019/2020 budget, including the extra funding approved in the Collection Development Plan that was adopted September 2018. The total materials budget for FY 2019/2020 would be \$1,518,300.

**Policies, Plans, and Goals Supported:**

The proposal brings per capita spending closer to levels found in other similarly sized Oregon libraries which supports Strategy 3, Grow the Library's materials and digital resources collection, in the 2 Year Plan to Increase Active Cardholders.

**Background and Additional Information:**

Materials spending per capita has been low as compared to other Oregon libraries. JCLS has been consistently weeding out of date library materials, and also materials that are in poor condition, and that has created gaps in the collection that should be filled. The additional funds will help refresh the collection, while supporting learning and reading for pleasure.

**Attachments:**

Proposed Materials Budget FY 2019/2020 attached.

## Proposed Materials Budget FY 2019/2020

### Background

Selecting and maintaining a robust collection that is responsive to patrons' needs and interests is a cornerstone of quality library services. JCLS selects materials to add to its collections based on the Collection Development Policy (Adopted by the Board April 2017) and the Collection Development and Management Plan (Adopted by the Board September 2018). In order to continue to meet growing demand for print and electronic resources, staff requests an additional \$324,448 above what's in the current proposed budget for FY 2019/2020.

### Comparator Analysis

The spending/population of several libraries were compared to JCLS. Deschutes County Library was chosen because it is similar in county population. Eugene Public Library was chosen because it also close in population to JCLS, and Multnomah County Library was used in comparison since they have a similar number of branches, (Draft OregonPLStats17.18, <https://www.oregon.gov/library/libraries/Pages/Statistics.aspx> ) and also the highest turnover rate of Oregon libraries in 2016, the year that the first Ruth Metz report was received by the board (Metz Report, 11.17.2016, pg. 28).

Library	Branches	Population	Total Materials Budget	\$ Per Capita Spent
JCLS	15	216,900	\$1,167,627	\$5.38
Deschutes Public Library	6	182,930	\$1,804,943	\$9.86
Eugene Public Library	3	167,780	\$1,101,984	\$6.57
Multnomah County Library	18	803,000	\$7,527,893	\$9.37

### Fiscal Year 19.20

Budget areas	Budget amount	\$ per capita (216,900 population)
Regular materials (amount in contract)	\$ 900,407	\$4.15
Budget increase outlined in Collection Development Plan		
• New eresources & databases	\$ 194,445	
• Children's materials	\$ 50,000	
• Spanish materials	\$ 50,000	
Additional funds request FY 2019/2020	\$ 324,448	
<b>Total FY19.20</b>	<b>\$1,518,300</b>	<b>\$7.00</b>

### Collections Budget as % of Total Operating Budget

Currently our collection budget is 10.1% of the total library budget \$11,805,500. The proposed collection budget of \$1,518,300 is 12.9% of the total library budget. Library industry average is

12.6% for library districts, and 11.2% for locally funded libraries. From <https://www.libraryjournal.com/?detailStory=holding-pattern-budgets-funding>

**Requested Budget:**

<b>\$ Per Capita</b>	<b>% of Budget</b>	<b>Added Material Funds Requested</b>	<b>Materials Budget</b>
\$7.00 x 216,900	12.9%	\$324,448	\$1,518,300

Over the past three years, Circulation has remained fairly flat. While use of digital resources such as downloading books and audiobooks through OverDrive and Hoopla has increased, circulation of print materials has been flat or slightly down. As the collection is weeded and refreshed, it is expected that circulation will increase as well. Since a major weeding project was undertaken in the current fiscal year, circulation of the physical collection is already up 4.4% when comparing YTD with the previous fiscal year.

Fiction collections are well utilized and maintained, Non-Fiction needs refreshing. Reports (Edelweiss +) show that Art & Design, Performing Arts, Medical and Study Aids are just a few of the categories that need improvement. Increasing the digital collection as well to reduce the number of holds and provide more access to simultaneous use items, as from Hoopla, is a high priority.

The quality of the JCLS collection is improving, but there is updating of the collection that still needs to be done. Nearly 25% of the collection was published before 2000. The average publication date of books in the JCLS collection is 2005. Target is to have average publication date of 2010.