

## Jackson County Library District Board Retreat July 11, 2019 Summary Notes

### Retreat Outcomes and Attendees

The Jackson County Library District met on July 11, 2019 from 9:00 am to 3 pm for a Board Retreat with Michael Kosmala from Coraggio Group. Meeting outcomes included:

- Greater clarity and direction on key priorities facing the library district in the coming year
- Alignment on high-level roadmap
- Alignment on communication plan
- Alignment on hiring process
- Library leadership has a better sense of how to handle and prepare for change
- Greater team cohesion and engagement as you look forward to the coming year

Attendees included:

- JCLD Board: Susan Kiefer, George Prokop, Jill Turner, Cathy Shaw, Eric Dziura
- JCLD Staff: Lisa Marston, District Administrator
- JCLS: Kari May, Library Director
- LS&S: Jennifer Giltrop, Chief Library Officer
- Coraggio Group: Michael Kosmala

### Hindsight – Looking Back

Lisa Marston provided an overview of key milestones and decision points reached over the past fiscal year to ground the day's work.

### Shared Vision for an Effective Transition

Michael Kosmala reviewed the shared vision for the transition that was developed during the January 25, 2019 JCLD Board Work Session. Comments from participants to reinforce or augment the vision have been **bolded** below.

- The transition is seamless for patrons and staff. Everything works as well as it has or better.
- Systems are integrated (“**streamlined and cohesive culture**”).
- The transition is smooth for staff and we have a high retention rate (“**least amount of anxiety for majority – fair**”, “**job feels same or better**”).
- We use legal services wisely – “We do it right.”
- We operate at our current levy – \$0.52 per \$1,000 through June 30, 2021.
- We have excellent **and consistent** internal and external communication, so people are well informed about the transition.
- We make data driven decisions.
- We have an agreement with the county and other entities on buildings.

- We have appropriate staff and organizational structure to support our operations.
- We have a robust technology infrastructure (“**we’re leaders in Oregon**”).

### Change Leadership Overview

Michael Kosmala presented a brief overview of change management, sharing key principles and best practices that could be used by JCLD staff and board leadership during the transition year. Specific recommendations for staff leadership to consider will be presented to Lisa and Kari during the retreat debrief meeting.

### High-Level Roadmap

Michael Kosmala led participants through a review and revision of the draft roadmap that was developed by Lisa and Kari. Conversation was focused on the “Big Rocks” that were originally identified during the January 25 Board Work Session including staffing, administration, and policies & procedures.

Revisions to the draft roadmap that were made during the retreat will be presented to Lisa and Kari in a format that can be easily updated and used as a management/communications tool with members of the Board.

### Library Director Hiring Process

Michael Kosmala facilitated a conversation about the contents of a board memo that was presented to the JCLD Board by Lisa Marston (Re: Hiring Requirements for Public Entities under Oregon Law).

Board members indicated that they were satisfied with the legal advice that has been provided to date. The four options for hiring a Library Director were presented and discussed, weighing pros and cons for each. The board came to the consensus to hire Kari May as the JCLD Library Director effective July 1, 2020 and will work with LS&S to make the necessary adjustments to their current agreement.

### Summary of Key Retreat Agreements

#### Joint JCLD/LS&S Letter to Employees

- Kari and Jennifer will update the draft letter presented during the retreat and send to Cathy for final edits.

#### General Transition Communications

- Elected officials (Board members) will handle calls/questions from media or other members of the public.
- Lisa, Kari, and LS&S will continue to partner on internal communications within the library.

#### Board Involvement in Hiring

- Board will be directly responsible for hiring the Library Director and District Administrator positions.
- District staff leaders will be responsible for hiring their teams and may involve Board members in searches where they have particular expertise.

**Near-term transition priorities**

- JCLD will hire a consultant to 'stand-up' core HR systems

**Board engagement and meetings**

- Due to the nature of the transition, the board recognizes that they will need to be more involved in operational decisions during the coming year.
- A second board meeting will be added to the calendar for each month and will be used as needed throughout the year.
- Board members expressed a preference to meet and vote by phone in cases where members are unable to attend in-person.