JACKSON COUNTY LIBRARY DISTRICT (JCLD)
BOARD MEETING AGENDA
Medford Branch Library
Adams Meeting Room
205 S Central Ave, Medford
September 12, 2019, at 4:00 p.m.

CALL TO ORDER/ROLL CALL

INTRODUCTIONS & PROCLAMATIONS
Library Card Sign-Up Month – September....2

CONSENT AGENDA (Action)
1. August 8, 2019 Regular Board Meeting Minutes....3
2. JCLD Monthly Financial Report....6

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)
3. Library Director Report – Kari May....16
4. JCLF Report – Sandy Boatright....25
5. 2020 Roadmap – Lisa Marston & Kari May....28

UNFINISHED BUSINESS
6. Library Director Reporting Relationship Memo from LS&S **(Inform/Discuss/Action)** – Cathy Shaw....30
7. HR Consultant Proposals **(Inform/Discuss/Action)** – Lisa Marston & Kari May....31

NEW BUSINESS
8. IT Assessment and Recommendations **(Inform/Discuss/Action)** – Carson Block, Carson Block Consulting LLC....45
9. State Library Report **(Inform/Discuss/Action)** – Kari May & Carey Hunt....87
10. Soliciting on Library Premises Policy **(Inform/Discuss/Action)** – Claudine Taillac....95
11. Board Member Ethics Policy **(Inform/Discuss/Action)** – Lisa Marston....98

COMMITTEE AND BOARD MEMBER REPORTS (Inform)
Individual Board Member Reports
Facilities Committee Report on FFA Architecture Site Visit

FUTURE MEETINGS/EVENTS/OBSERVANCES:
September 19, 2019 – Staff Training Day
National Friends of the Library Week – October 20-26, 2019
Banned Books Week – September 22-28, 2019
PLA Conference (Nashville, TN) - February 25-29, 2019

Regional Centennial Receptions:
Ruch (September 28, 2019 5-7pm)
Medford (October 5, 2019 6:30-8:30pm)
Shady Cove (October 12, 2019 5-7pm)
Gold Hill (October 19, 2019 5:30-7:30pm)
Ashland (October 24, 2019 5:30-7:30pm)

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

BEFORE THE JACKSON COUNTY LIBRARY DISTRICT BOARD

IN THE MATTER OF PROCLAIMING SEPTEMBER 2019 AS LIBRARY CARD SIGN UP MONTH

WHEREAS, since 1987, Library Card Sign-up Month has been held each September to mark the beginning of the school year. Libraries work to remind parents and youth that signing up for a library card is the first step towards academic achievement and lifelong learning;

WHEREAS, a free library card is the most important school supply of all;

WHEREAS, libraries play an important role in the education and development of children;

WHEREAS, library programs range broadly from getting every child ready to read and school preparedness, to homework help and building research skills, to GED classes and access to financial aid resources;

WHEREAS, libraries offer digital and traditional literacy training to help students of all ages;

WHEREAS, librarians work to transform and expand their services in ways that meet the changing needs of their communities, including providing resources for everyone and bringing services outside of library walls.

WHEREAS, libraries help lives change in their communities, campuses and schools;

NOW, THEREFORE, be it resolved that the Jackson County Library District Board joins with libraries, librarians, library workers and supporters across America in proclaiming September 2019 as Library Card Sign-up Month in Jackson County, Oregon and encourages all residents to sign up for their own library card today.

DATED this 12th day of September 2019

JACKSON COUNTY LIBRARY DISTRICT BOARD

Susan Kiefer, President	Cathy Shaw, Vice President
George Prokop, Director	Eric Dziura, Director
Jill Turner, Director	

MINUTES

ATTENDEES

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

Additional participants: Kari May (Library Director), Carey Hunt (Assistant Library Director), Claudine Taillac (JCLS Assistant Director of Public Services), Terra McCleod (Medford Branch Manager), Brystan Strong (JCLS Youth Services Coordinator), Patty Proctor (JCLS White City Branch Manager), Robert Felthousen (RCC Library Director), Kira Lesley (SOHS Archivist), Doug McGeary (SOHS Executive Director), Sandy Boatright (Executive Director, JCLF), Jackie Bunick (Legal Counsel), Jennifer Giltrop (LS&S Chief Library Officer), Lisa Marston (District Administrator), Donovan Edwards (Administrative Assistant)

CALL TO ORDER

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

INTRODUCTIONS & PROCLAMATIONS

None

CONSENT AGENDA

Director Eric Dziura requested removing Item 4 from the Consent Agenda so that it could be discussed under Unfinished Business.

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

ORAL REQUESTS AND WRITTEN COMMUNICATIONS FROM AUDIENCE

None

REPORTS AND PRESENTATIONS

Library Director's Report

Kari May, JCLS Library Director, provided a summary of the Library Directors Report (Board packet, page 14). Patty Proctor, White City Branch Manager, provided an update of the Spark Space, the summer reading program, and how the Board's decision to reallocate open hours has made it possible for additional programs to be run.

Quarterly Statistical Report (4th Quarter)

Carey Hunt, Assistant Director of Support Services, provided a detailed summary of the Quarterly Statistical Report (Board packet, page 27). The Board noted a number of errors, and Hunt said she would make the corrections and provide an updated report to the Board.

JCLF Report

Sandy Boatright, JCLF Executive Director, provided a summary of the JCLF Report (Board packet, page 38).

RCC Report
Robert Felthousen, RCC Library Director provided a summary of the RCC Report (Board packet, page 42).

SOHS Report
Kira Lesley, SOHS Archivist handed out the SOHS Report to the Board at the meeting and highlighted two active internships at SOHS.

2020 Transition Report
Marston provided a summary of the 2020 Transition Report. A memorandum from LS&S clarifying the Library Director's reporting relationship was provided to the Board. Shaw called for time to be taken for the Board to review the memorandum. Prokop provided some critiques on the 2020 Transition Report.

UNFINISHED BUSINESS

Medford Comic Con Partnership with Downtown Medford Association
Aaron Hassel, owner of Astral Games, handed out a memorandum to the Board detailing the partnership that is being envisioned for future Comic Con events. Shaw requested time for the Board to be allowed to review the memorandum. After some discussion there was Board consensus to move forward as was outlined in the memorandum with all parties understanding that the partnership was still in development.

Rules of Conduct Policy
Director Dziura recommended that under section IV Consequences (Board packet, page 12) the phrase "removed from" should be replaced with "directed to leave".

President Kiefer recommended that under section IV Consequences (Board packet, page 12) the word "shall" be replaced with "may".

MOTION: President Kiefer moved to approve the Rules of Conduct Policy as amended. Director Dziura seconded the motion. The motion was approved unanimously by roll call vote.

NEW BUSINESS

HR Consultant
Marston reported that the consultant's proposal was delayed due to an unexpected health emergency. Additionally, the consultant had some difficulties working around some of LS&S' non-disclosure policies. Vice President Shaw recommended contacting other HR consultants. After some discussion there was Board consensus for Marston and May to explore working with LS&S in gathering information that would help provide human resources information to JCLD and potentially any HR consultant firm.

Space Assessment/Redesign/Planning Proposal from FFA Architecture
MOTION: Director Turner moved to approve the Space Assessment/Redesign/Planning Proposal from FFA Architecture provided Board concerns were addressed. Director Kiefer seconded the motion. The motion was approved unanimously.

Board Officer Duties Policy
MOTION: Director Turner moved to approve the Board Officer Duties Policy. President Kiefer seconded the motion. The motion was approved unanimously.

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

Board Committee Charters and Annual Work Plans
MOTION: Director Turner moved to approve the Board Committee Charters and Annual Work Plans for the Advocacy Committee, Facilities Committee, Finance Committee, and Policy Committee. Director Dziura asked that the Facilities Committee Charter be updated to state that meetings will be held during odd-numbered months. President Kiefer seconded the motion, incorporating Director Dziura's amendment to the Facilities Committee's Charter. The motion was approved unanimously.

Soliciting on Library Premises Policy
This topic was tabled.

Unattended Children in the Library Policy
MOTION: Director Turner moved to approve the Unattended Children in the Library Policy. President Kiefer seconded the motion. The motion was approved unanimously.

COMMITTEE AND BOARD MEMBER REPORTS
None

NEXT MEETING
The next regular Board meeting will be held in the Adams Meeting Room on Thursday, September 12th, 2019.

ADJOURNMENT OF REGULAR MEETING
Shaw adjourned the Regular Board meeting at 6:05 p.m. and called for a ten minute break at which time an Executive Session pursuant to ORS 192.660(2)(e) would begin.

EXECUTIVE SESSION
An executive session was held at 6:15 p.m. pursuant to ORS 192.660(2)(e) to conduct deliberations with persons designated by the governing body to negotiate real property transactions.

The Board came out of executive session at 6:35 p.m. No decisions were made.

/s/ Donovan Edwards
Recording Secretary

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2018 Through 6/30/2019
PRELIMINARY

101 - General Administration

	Budget- Current Year	YTD Actual	Budget Remaining	Percentage received or spent to date	
Operating revenue					
Current Property Tax Collections	10,200,000.00	10,160,756.91	(39,243.09)	99.62%	
Prior Year Property Tax Collections	200,000.00	253,837.59	53,837.59	126.92%	
Interest Income	164,400.00	307,521.11	143,121.11	187.06%	
Interest- Lindberg Note	0.00	14,154.76	14,154.76		
Other Income	5,000.00	69,702.13	64,702.13	1394.04%	true up
E Rate	103,000.00	106,103.50	3,103.50	103.01%	
Reimbursements From RCC	27,000.00	31,838.42	4,838.42	117.92%	
Ready To Read Grant	35,000.00	34,951.00	(49.00)	99.86%	
Conference Room Rental	30,000.00	23,576.50	(6,423.50)	78.59%	
Government Agency Rentals	107,541.00	107,610.30	69.30	100.06%	
Inter-library Loan Fees	1,000.00	2,064.06	1,064.06	206.41%	
Library Card Replacement Fees	3,000.00	1,999.60	(1,000.40)	66.65%	
Late Fee Charges- RCC/UMS	10,000.00	10,307.82	307.82	103.08%	
Lost/Damaged Materials	7,500.00	11,059.95	3,559.95	147.47%	
Photocopy/Fax Sales	12,000.00	11,907.22	(92.78)	99.23%	
Patron Refunds	(2,000.00)	(2,493.91)	(493.91)	124.70%	
Printer Sales	14,000.00	15,329.68	1,329.68	109.50%	
On Line Fee Collections	7,500.00	2,022.87	(5,477.13)	26.97%	
Hulburt Donation	126,000.00	131,390.00	5,390.00	104.28%	
Library Friends Donations	65,000.00	78,659.18	13,659.18	121.01%	
Library Foundation Donations	6,500.00	33,515.45	27,015.45	515.62%	
General Public Donations	2,500.00	146.26	(2,353.74)	5.85%	
OR Community Foundation- restricted	12,000.00	2,750.10	(9,249.90)	22.92%	
OR Community Foundation- non restricted	2,000.00	0.00	(2,000.00)	0.00%	
EJ Smith Trust-Restricted	85.00	0.00	(85.00)	0.00%	
Ted Gerlock-Restricted	15.00	0.00	(15.00)	0.00%	
Carpenter Foundation-Restricted	3,000.00	3,000.00	0.00	100.00%	
Library Foundation Donations- CP	50,000.00	120,025.91	70,025.91	240.05%	
Oregon Community Foundation- Applegate	29,000.00	0.00	(29,000.00)	0.00%	
Kaleidoscope grant	0.00	7,353.99	7,353.99		
Beginning Fund Balance-Unrestricted	7,175,000.00	7,361,497.66	186,497.66	102.60%	accrual basis
Beginning Fund Balance-Restricted	325,000.00	655,050.68	330,050.68	201.55%	accrual basis
Total Revenue	**18,721,041.00**	**19,555,638.74**	**834,597.74**	**104.46%**	

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2018 Through 6/30/2019
PRELIMINARY

101 - General Administration

	Budget- Current Year	YTD Actual	Budget Remaining	Percentage received or spent to date
Expenditures				
Personnel Expenses				
District Administrator Salary	0.00	88,420.22	(88,420.22)	
FICA and Medicare- payroll taxes	0.00	7,260.06	(7,260.06)	
Worker comp- payroll taxes	0.00	239.12	(239.12)	
Health/Dental Insurnace	0.00	7,258.51	(7,258.51)	
Retirement Contribution	0.00	8,627.46	(8,627.46)	
Personnel Cost	217,000.00	0.00	217,000.00	
Personnel costs subtotal	217,000.00	111,805.37	105,194.63	51.52%
Accounting Services	60,000.00	44,700.60	15,299.40	74.50%
Auditing Services	11,025.00	10,750.00	275.00	97.51%
Administrative Services	76,000.00	61,175.40	14,824.60	80.49%
Bank Fees/Interest Expense	1,000.00	772.34	227.66	77.23%
Consultant Fees	50,000.00	31,955.77	18,044.23	63.91%
Elections	30,000.00	44,760.80	(14,760.80)	149.20%
Insurance	20,000.00	19,526.00	474.00	97.63%
Legal Services	20,000.00	29,858.94	(9,858.94)	149.29%
Memberships, Dues and Subscriptions	3,500.00	3,035.60	464.40	86.73%
Office Supplies- admin	2,000.00	2,048.09	(48.09)	102.40%
Postage	2,000.00	2,143.56	(143.56)	107.18%
Registration/Tuition/Travel	15,000.00	10,623.44	4,376.56	70.82%
Special fees and Expenses	0.00	570.14	(570.14)	
Advertising/Legal Notices	2,500.00	905.14	1,594.86	36.21%
Alarm Services	2,600.00	3,138.82	(538.82)	120.72%
Building Repair/Maintenance	449,940.00	449,940.00	0.00	100.00%
Custodial Services	380,542.00	380,042.98	499.02	99.87%
Custodial Supplies	12,000.00	12,653.14	(653.14)	105.44%
Landscape Services	7,033.00	10,293.78	(3,260.78)	146.36%
Maintenance Services	2,000.00	0.00	2,000.00	0.00%
Property Rental/Lease Expense	0.00	1,090.72	(1,090.72)	
Security Services	79,407.00	73,795.90	5,611.10	92.93%

	Budget- Current Year	YTD Actual	Budget Remaining	Percentage received or spent to date
Signs and Signal Materials	25,000.00	390.00	24,610.00	1.56%
Building Repair/Maintenance- B-7	250,000.00	81,219.47	168,780.53	32.49%
Fees- Lindberg Note	72.00	107.00	(35.00)	148.61%
Equipment Repair/Maintenance	30,000.00	5,163.26	24,836.74	17.21%
Facility Furnishing Expense	25,000.00	0.00	25,000.00	0.00%
Minor Equipment	50,000.00	15,341.11	34,658.89	30.68%
Computers and technology	306,885.00	293,331.79	13,553.21	95.58%
Supplies and Expenses-Facilities	500.00	357.00	143.00	71.40%
Computer Software and Licensing	119,922.00	12,063.12	107,858.88	10.06%
LS&S Contract	5,228,114.00	5,228,921.93	(807.93)	100.02%
Library Materials	874,182.00	1,178,431.38	(304,249.38)	134.80%
City Participation	16,700.00	0.00	16,700.00	0.00%
Strategic Plan Initiative	2,500,000.00	89,418.03	2,410,581.97	3.58%
E Rate Services	32,782.00	48,730.50	(15,948.50)	148.65%
Unique Management Services	16,391.00	24,348.00	(7,957.00)	148.54%
Comic Con	22,000.00	23,297.29	(1,297.29)	105.90%
LS &S- digital library staff	60,000.00	127,917.10	(67,917.10)	213.20%
SOHS contract	39,000.00	39,000.00	0.00	100.00%
Marketing	0.00	5,995.50	(5,995.50)	
Electricity	240,800.00	229,599.13	11,200.87	95.35%
Natural Gas	45,000.00	34,979.47	10,020.53	77.73%
Garbage Service	15,000.00	15,422.39	(422.39)	102.82%
Water and Sewer Service	32,000.00	29,034.75	2,965.25	90.73%
Street and Storm Drain Fees	18,000.00	20,143.63	(2,143.63)	111.91%
Telecom-Voice and LD	55,000.00	34,383.89	20,616.11	62.52%
Telecom-Wide Area Network	105,000.00	110,310.10	(5,310.10)	105.06%
Telecom-Internet Services	28,000.00	24,462.22	3,537.78	87.37%
Municipal Assessments	1,500.00	3,548.87	(2,048.87)	236.59%
Telecom- Hot Spots	52,000.00	45,824.19	6,175.81	88.12%
Maintenance & Fuel for Vehicles	16,000.00	12,060.68	3,939.32	75.38%
Hulburt Donation	126,000.00	96,507.23	29,492.77	76.59%
Library Friends Donations	65,000.00	74,095.88	(9,095.88)	113.99%
Library Foundation Donations	6,500.00	34,935.37	(28,435.37)	537.47%
General Public Donations	2,500.00	2,090.44	409.56	83.62%
OR Community Foundation-restricted	34,000.00	14,292.91	19,707.09	42.04%
EJ Smith Trust Books	85.00	0.00	85.00	0.00%
Gerlock Trust Books	15.00	0.00	15.00	0.00%

101 - General Administration

	Budget- Current Year	YTD Actual	Budget Remaining	Percentage received or spent to date
Carpenter Foundation Books	3,000.00	3,048.96	(48.96)	101.63%
Ready to Read Grant	70,000.00	0.00	70,000.00	0.00%
Kent Family Trust	5,000.00	5,882.65	(882.65)	117.65%
Library Foundation Donations- CP	50,000.00	120,025.91	(70,025.91)	240.05%
OR Community Foundation- unrestricted	12,000.00	0.00	12,000.00	0.00%
2018 Ready to Read Grant	0.00	18,109.28	(18,109.28)	
Kaleidoscope grant expenditures	0.00	7,353.99	(7,353.99)	
Materials and servces subtotal	**11,805,495.00**	**9,303,925.58**	**2,501,569.42**	**78.81%**
Capital Outlay	350,000.00	56,018.00	293,982.00	22.40%
Contingency	750,000.00	0.00	750,000.00	0.00%
Ending Fund Balance	3,548,546.00	0.00	3,548,546.00	0.00%
Transfer to Capital Improvement Fund	2,050,000.00	2,050,000.00	0.00	100.00%
Total Expenditures	**18,721,041.00**	**11,521,748.95**	**7,199,292.05**	**61.54%**
Net Revenue Over Expenditures	0.00	8,033,889.79	8,033,889.79	0.00%

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2018 Through 6/30/2019
PRELIMINARY

201 - Capital Improvement Fund

	Budget- Current Year	YTD Actual	Budget Remaining	Percentage received or spent to date
Operating Revenue				
Operating revenue				
Beginning Fund Balance-Restricted	0.00	2,085,670.00	2,085,670.00	0.00%
Transfer from General fund	0.00	2,050,000.00	2,050,000.00	100.00%
Total Operating revenue	0.00	4,135,670.00	4,135,670.00	201.74%
Total Operating Revenue	0.00	4,135,670.00	4,135,670.00	201.74%
Total Revenue	0.00	4,135,670.00	4,135,670.00	68.17%
Net Revenue Over Expenditures	0.00	4,135,670.00	4,135,670.00	0.00%

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2019 Through 8/31/2019
preliminary

101 - General Administration

	Budget	Current Month Actual	YTD Actual	Budget Remaining	Percentage received or spent to date	
Operating Revenue						
Current Property Tax Collections	10,610,000.00	0.00	0.00	(10,610,000.00)	0.00%	
Prior Year Property Tax Collections	200,000.00	0.00	0.00	(200,000.00)	0.00%	
Interest Income	310,000.00	49,946.05	49,946.05	(260,053.95)	16.11%	
Interest- Lindberg Note	13,000.00	2,228.51	2,228.51	(10,771.49)	17.14%	
Other Income	5,000.00	2,222.02	2,222.02	(2,777.98)	44.44%	
E Rate	106,000.00	17,681.00	17,681.00	(88,319.00)	16.68%	
Reimbursements From RCC	34,100.00	22,769.83	22,769.83	(11,330.17)	66.77%	
Ready To Read Grant	35,000.00	0.00	0.00	(35,000.00)	0.00%	
Government Agency Rentals	109,420.00	109,420.14	109,420.14	0.14	100.00%	
Inter-library Loan Fees	1,000.00	0.00	0.00	(1,000.00)	0.00%	
Late Fee Charges- RCC/UMS	0.00	6,590.77	6,590.77	6,590.77	0.00%	
Lost/Damaged Materials	0.00	613.19	613.19	613.19	0.00%	
Photocopy/Fax Sales	9,000.00	634.06	634.06	(8,365.94)	7.04%	
Patron Refunds	0.00	(109.35)	(109.35)	(109.35)	0.00%	
Printer Sales	0.00	1,284.34	1,284.34	1,284.34	0.00%	
On Line Fee Collections	0.00	8.53	8.53	8.53	0.00%	
Hulburt Donation	130,000.00	0.00	0.00	(130,000.00)	0.00%	
Library Friends Donations	65,000.00	0.00	0.00	(65,000.00)	0.00%	
Library Foundation Donations	10,000.00	6,449.88	6,449.88	3,550.12	64.50%	
General Public Donations	500.00	24.81	24.81	(475.19)	4.96%	
OR Community Foundation- restricted	12,000.00	2,721.86	2,721.86	(9,278.14)	22.68%	
OR Community Foundation- non restricted	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	3,000.00	3,000.00	0.00	100.00%	
Library Foundation Donations- CP	10,000.00	0.00	0.00	(10,000.00)	0.00%	
Oregon Community Foundation- Applegate	29,000.00	0.00	0.00	(29,000.00)	0.00%	
Gebhard Estate	200,000.00	0.00	0.00	(200,000.00)	0.00%	
Beginning Fund Balance-Unrestricted	7,700,000.00	0.00	0.00	(7,700,000.00)	0.00%	still working on this
Beginning Fund Balance-Restricted	500,000.00	0.00	0.00	(500,000.00)	0.00%	still working on this
Total Revenue	**20,094,120.00**	**225,485.64**	**225,485.64**	**(19,868,634.36)**	**1.12%**	

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2019 Through 8/31/2019
preliminary

101 - General Administration

	Budget	Current Month Actual	YTD Actual	Budget Remaining	Percentage received or spent to date
Expenditures					
Personnel Expenses					
District Administrator Salary	90,825.00	14,058.14	14,058.14	76,766.86	15.47%
FICA and Medicare- payroll taxes	34,500.00	1,252.46	1,252.46	33,247.54	3.63%
Worker comp- payroll taxes	3,000.00	4.00	4.00	2,996.00	0.13%
Health/Dental Insurnace	50,400.00	1,366.02	1,366.02	49,033.98	2.71%
Retirement Contribution	30,686.00	1,488.36	1,488.36	29,197.64	4.85%
Payroll- SUTA	9,950.00	0.00	0.00	9,950.00	0.00%
Transition team	360,059.00	0.00	0.00	360,059.00	0.00%
Total Personnel Expenses	**579,420.00**	**18,168.98**	**18,168.98**	**561,251.02**	**3.14%**
Program Expenses					
Accounting Services	40,000.00	0.00	0.00	40,000.00	0.00%
Auditing Services	11,300.00	0.00	0.00	11,300.00	0.00%
Administrative Services	38,000.00	0.00	0.00	38,000.00	0.00%
Bank Fees/Interest Expense	1,000.00	94.05	94.05	905.95	9.40%
Consultant Fees	50,000.00	7,940.85	7,940.85	42,059.15	15.88%
Elections	0.00	334.00	334.00	(334.00)	0.00%
Insurance	30,000.00	129.00	129.00	29,871.00	0.43%
Legal Services	50,000.00	2,664.00	2,664.00	47,336.00	5.32%
Memberships, Dues and Subscriptions	5,000.00	159.00	159.00	4,841.00	3.18%
Office Supplies- admin	5,000.00	130.09	130.09	4,869.91	2.60%
Postage	3,000.00	324.00	324.00	2,676.00	10.80%
Registration/Tuition/Travel	20,000.00	456.53	456.53	19,543.47	2.28%
Special fees and Expenses	1,000.00	0.00	0.00	1,000.00	0.00%
Advertising/Legal Notices	3,000.00	0.00	0.00	3,000.00	0.00%
Alarm Services	3,465.00	1,316.47	1,316.47	2,148.53	37.99%
Building Repair/Maintenance	467,937.00	77,989.50	77,989.50	389,947.50	16.66%
Custodial Services	419,322.00	34,943.57	34,943.57	384,378.43	8.33%
Custodial Supplies	12,600.00	1,627.90	1,627.90	10,972.10	12.91%
Landscape Services	9,072.00	2,756.03	2,756.03	6,315.97	30.37%
Maintenance Services	2,000.00	0.00	0.00	2,000.00	0.00%
Security Services	84,791.00	6,689.25	6,689.25	78,101.75	7.88%

101 - General Administration

	Budget	Current Month Actual	YTD Actual	Budget Remaining	Percentage received or spent to date
Signs and Signal Materials	25,000.00	0.00	0.00	25,000.00	0.00%
Building Repair/Maintenance- B-7	245,000.00	0.00	0.00	245,000.00	0.00%
Fees- Lindberg Note	72.00	12.00	12.00	60.00	16.66%
Equipment Repair/Maintenance	30,000.00	640.90	640.90	29,359.10	2.13%
Facility Furnishing Expense	25,000.00	0.00	0.00	25,000.00	0.00%
Minor Equipment	50,000.00	3,643.01	3,643.01	46,356.99	7.28%
Computers and technology	200,000.00	7,619.92	7,619.92	192,380.08	3.80%
Supplies and Expenses-Facilities	500.00	0.00	0.00	500.00	0.00%
Computer Software and Licensing	50,000.00	0.00	0.00	50,000.00	0.00%
Transition expenses	250,000.00	0.00	0.00	250,000.00	0.00%
LS&S Contract	5,738,291.00	922,504.41	922,504.41	4,815,786.59	16.07%
Library Materials	1,314,337.00	136.35	136.35	1,314,200.65	0.01%
City Participation	16,700.00	0.00	0.00	16,700.00	0.00%
Strategic Plan Initiative	21,500.00	0.00	0.00	21,500.00	0.00%
E Rate Services	33,765.00	0.00	0.00	33,765.00	0.00%
Unique Management Services	16,883.00	0.00	0.00	16,883.00	0.00%
Comic Con	23,100.00	0.00	0.00	23,100.00	0.00%
LS &S- digital library staff	178,000.00	11,804.09	11,804.09	166,195.91	6.63%
SOHS contract	39,000.00	6,500.00	6,500.00	32,500.00	16.66%
Marketing	5,000.00	0.00	0.00	5,000.00	0.00%
JCLF contract	55,000.00	13,750.00	13,750.00	41,250.00	25.00%
Branch Support	15,000.00	0.00	0.00	15,000.00	0.00%
Electricity	241,500.00	2,437.44	2,437.44	239,062.56	1.00%
Natural Gas	31,500.00	288.77	288.77	31,211.23	0.91%
Garbage Service	15,750.00	1,538.96	1,538.96	14,211.04	9.77%
Water and Sewer Service	32,550.00	4,582.53	4,582.53	27,967.47	14.07%
Street and Storm Drain Fees	18,900.00	3,300.54	3,300.54	15,599.46	17.46%
Telecom-Voice and LD	27,000.00	3,254.90	3,254.90	23,745.10	12.05%
Telecom-Wide Area Network	115,500.00	18,382.10	18,382.10	97,117.90	15.91%
Telecom-Internet Services	25,200.00	3,929.48	3,929.48	21,270.52	15.59%
Municipal Assessments	3,550.00	199.11	199.11	3,350.89	5.60%
Telecom- Hot Spots	52,000.00	7,564.56	7,564.56	44,435.44	14.54%
Maintenance & Fuel for Vehicles	16,000.00	920.54	920.54	15,079.46	5.75%
Hulburt Donation	125,000.00	8,410.01	8,410.01	116,589.99	6.72%
Library Friends Donations	65,000.00	2,546.79	2,546.79	62,453.21	3.91%
Library Foundation Donations	110,000.00	3,694.94	3,694.94	106,305.06	3.35%
General Public Donations	2,500.00	0.00	0.00	2,500.00	0.00%

101 - General Administration

	Budget	Current Month Actual	YTD Actual	Budget Remaining	Percentage received or spent to date
OR Community Foundation-restricted	42,000.00	270.00	270.00	41,730.00	0.64%
EJ Smith Trust Books	85.00	0.00	0.00	85.00	0.00%
Gerlock Trust Books	15.00	0.00	0.00	15.00	0.00%
Carpenter Foundation Books	3,000.00	0.00	0.00	3,000.00	0.00%
Ready to Read Grant	70,000.00	0.00	0.00	70,000.00	0.00%
Kent Family Trust	5,000.00	0.00	0.00	5,000.00	0.00%
Library Foundation Donations- CP	50,000.00	0.00	0.00	50,000.00	0.00%
Lindberg Estate expense	100,000.00	0.00	0.00	100,000.00	0.00%
Kaleidoscope grant expenditures	0.00	(175.00)	(175.00)	175.00	0.00%
Gebhard Estate expenditures	200,000.00	0.00	0.00	200,000.00	0.00%
Total Materials and Services	**10,940,685.00**	**1,165,310.59**	**1,165,310.59**	**9,775,374.41**	**10.65%**
Capital Outlay	250,000.00	58,401.74	58,401.74	191,598.26	23.36%
Contingency	750,000.00	0.00	0.00	750,000.00	0.00%
Ending Fund Balance	5,524,015.00	0.00	0.00	5,524,015.00	0.00%
Total Other expenditures	6,524,015.00	58,401.74	58,401.74	6,465,613.26	0.90%
Transfers to CIF					
Transfer to Capital Improvement Fund	2,050,000.00	0.00	0.00	2,050,000.00	0.00%
Total Transfers to CIF	2,050,000.00	0.00	0.00	2,050,000.00	0.00%
Total Expenditures	**20,094,120.00**	**1,241,881.31**	**1,241,881.31**	**18,852,238.69**	**6.18%**
Net Revenue Over Expenditures	0.00	(1,016,395.67)	(1,016,395.67)	(1,016,395.67)	0.00%

Jackson County Library District
Statement of Revenues and Expenditures
From 7/1/2019 Through 8/31/2019
preliminary

201 - Capital Improvement Fund

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

Director's Report
September 2019

Hiring and Vacancy Report

Date Vacant	Vacated by	Position	Location	Hrs /Wk	Status	Date Filled	Name	Type (EXT/INT)
6/12/19	Esther Mortensen	Library Associate 3 (Teen Services)	Ashland	20	Filled	8/16/19	Brianna Levesque	INT
7/1/19	Carolyn Maloney	Library Associate 2 (Floater)	Systemwide	20	Filled	9/4/19	Maya Lomeli	EXT
7/6/19	Heidi Kelley	Library Associate 2	Gold Hill	20	Interviewing			
7/6/19	Ellen McCarthy	Library Associate 3 (Spark Space)	Central Point	20	Filled	9/4/19	Paula Bandy-Hickman	INT
7/13/19	Samuel Bautista	Library Associate 1	Ashland	15	Under Recruitment			
7/17/19	Theodora Rudolph	Librarian 2 (Children's)	Medford	40	Under Recruitment			
8/16/19	Brianna Levesque	Library Associate 2	Ashland	20	Under Recruitment			
8/18/19	Laurel Prchal	Branch Manager	Jacksonville	30	Under Recruitment			
8/20/19	Joshua Commander	Library Associate 3 (Digital Services)	Medford	40	Under Recruitment			
8/21/19	Brenda Tavarez	Library Associate 2	White City	20	Under Recruitment			
8/27/19	Claudia Van Dyke	Library Associate 2	Talent	20	Under Recruitment			

8/31/19	Anna Runyen	Librarian 1	Ashland	20	Under Recruitment			
9/2/19	Kristl Commander	Library Associate 2	White City	25	Under Recruitment			
9/4/19	Paula Bandy-Hickman	Library Associate 2	Medford	20	Under Recruitment			

Administration

Director Kari May attended the SDAO day-long training for Managers and Board members, along with Lisa Marston and Board member Eric Dziura. Training topics included ethics, public meetings, and records retention. Director May attended the semi-annual meeting of Oregon public library directors, sponsored by the Oregon Library Association. The meeting was hosted at the Wilsonville Public Library. Agenda topics covered include the Oregon Administrative Rules related to the revised definition of a public library that was approved in this year's legislative session; how libraries can support Census 202; and advocacy and fundraising information shared by the Multnomah County Foundation. May met new state librarian Jennifer Patterson, who will be scheduling a visit to Jackson County later this year to tour some library facilities and get to know JCLS.

Marketing

The Marketing Team launched JCLS's new brand on September 4th with full-page ads in both the Mail Tribune and Daily Tidings. New library cards are available at all fifteen branches, along with stickers, temporary tattoos, bookmarks, and updated brochures featuring the new logo. The website received a facelift to reflect the new branding as well. Early feedback from the day of the launch on social media has been fantastic, with much heavier engagement from JCLS followers than usual. On the topic of social media, engagement on Facebook, Twitter, and Instagram have now increased by 37% over the last 9 months.

Regional Libraries Report

Bear Creek Region (Ashland, Talent, Phoenix)

It is Pacific Crest Trail (PCT) thru-hiking season at the **Ashland Library**. The Ashland Adult Services team meets the needs of many PCT hikers throughout the summer season. These hikers need library resources to communicate with home via email/social media, to complete paperwork for entry into Canada, and print out up-to-date information about water resources along the trail, all important elements of their long journey. Ashland Adult Services keeps a trail log for hikers to sign. Some entries from the log are included below.

"What a great Library! Thanks for being so helpful and friendly."
"Such a cute library. Thanks for helping me print my new permit."
"Libraries are the best—cool, quiet, clean...Thank you!"
From Germany —"It's amazing how a library always makes me feel at home. Thanks for that!"
From the Netherlands—"Thank you for providing the computer service and being so 'Hiker friendly'."
From New Jersey—"Ashland is amazing. Should I stay forever?"
From Norway—"This is definitely the most beautiful library I've been to on trail and I've been to surprisingly many."

In the spirit of connecting with the community, the Ashland Library participated in the city-wide Harry Potter birthday celebration on July 31st, when close to 500 people visited the children's department. The Library offers a non-commercial outlet during this event, and there is no better place to celebrate Harry Potter than at the library. Another collaboration to note took place with the Ashland YMCA and Oregon Coalition for Child Development, in which special Summer Reading programs and library tours were sponsored for both groups. The Library reached out to more than sixty children, making it possible for them to track their reading and receive new books.

The summer wrapped up with the opportunity to participate in the local Family Fest, organized by Ashland Community Resource Center, that incorporates other organizations from all over the county. Some of the offerings were free haircuts, health exams, and lots of free school supplies. The goal was to also send attendees home with library cards, but the logistics of the event made this difficult to do. Staff members Kristin Anderson, Rina Pryor, and Nancy Tovar were all present at the event.

The **Phoenix Library** will host an Open House on September 5th, targeted toward Spanish-speaking community members. Staff, some with Spanish-speaking skills, will be on hand to welcome guests and to answer questions. Food will be served, and participants will receive

goody bags. The Library featured a display of the My America series of historical fiction diaries. One teen patron relayed that she read these and was going to major in history in college because she loved this series so much. Youth Services Coordinator Brystan Strong and Branch Manager Jody Fleming visited the Talent Elementary School and distributed almost 100 free children's books to the Boys and Girls Club.

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

The **Jacksonville Library** held its Centennial Birthday celebration on July 25th. One special attendee was a former librarian who helped start the Ruch library and created the first teen library in Medford thirty years ago. The new knitting class is proving popular; the first in the four-part series had sixteen participants and the second had nineteen. Staff said goodbye to long-time employee Laurel Prachl, who retired in August.

Applegate Library's Centennial Birthday celebration was held on August 13th. The face painting program, held on August 2nd, had twenty participants, and the following day six people attended the Magic Star Wands with John Jackson.

Gold Hill Library patrons enjoyed John Jackson's presentation of the Magic Wand program on August 7th, with fourteen patrons attending. The Centennial Birthday celebration took place on August 17th. The celebration included a Friend's sponsored puppeteer performance, face painting, cake, and shaved ice. The branch is displaying six panels of the My America series about President Hamilton in the entry way.

Rogue River Library closed out Summer Reading with bubble events; one was combined with storytime and took place in the garden with sixteen kids. Twenty-three people attended the "Voice of the Modoc War" presentation, which was sponsored by Friends of the Library. Thursday, August 8th was the Centennial Birthday celebration, with a great mixture of kids, adults, and members of the Friends of the Library attending. Among the highlights for the month was the patron who returned a chemistry book that he knew was late. He was concerned about paying a fine, and upon being told there was not one, he said "That's awesome!" and checked out two more books.

It was a full house at the **Ruch Library** on July 23rd when forty-six people (thirty-three children, thirteen adults) attended the ScienceWorks program "Mission Possible," which was a STEM event. A special book bag sale was held by the Friends of the Library on August 3rd. Staff attended the Ruch school staff meeting on August 20th, the Open House for new parents on August 21st, and the area's Coffee with the Fire Chief where emergency preparedness issues were discussed.

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

Summer Reading at the **White City Library** went out with a bang, and the Centennial Birthday celebration was well attended on July 29th. Everyone enjoyed the cake, games, and Spark Space activities. Young patrons enjoyed learning new ways to make music during the Kid's Music Jam: Space Time program. There were seventy participants and again they enjoyed refreshments, games, and of course all of the drawings for prizes. Thank you to the White City Friends of the Library for providing the funding for all of the great prizes and refreshments.

Shady Cove Library had a Rocket and Spaceship Making program on August 9th. Kids got to make rockets and spaceships out of various recycled materials such as old CDs. The highlight of the Summer Reading program was the amazing Didgeridoo program. The performance was very entertaining as well as educational. William Thoren is a truly talented performer who introduced some Australian culture and the otherworldly sound of the Didgeridoo. After the program, the Library held its Centennial Birthday celebration with cake and heartfelt singing of "Happy Birthday."

Butte Falls Library Kid's Music Jam: Space Time was a success, with fifteen in attendance. A drawing for Summer Reading prizes was held on August 13th, and there were many happy winners.

The **Eagle Point Library** introduced a new monthly Ukulele class for ages eighteen and older. Nine patrons participated and were very happy about the addition of this new program. All Summer Reading Programs were well attended with lots of fun with the Music Jam, Rock Painting, and Space Origami among the most popular. The Centennial Birthday celebration was also well attended with fifty-five partygoers.

The D-9 School District held a Summer School for rising first and second graders. The class visited the Eagle Point Library every Tuesday for a storytime conducted by Library Associate Golden Rogers followed by a browse through the Children's Department. All children obtained library cards and participated in the Summer Reading program. On the last day of class, all the students received their Summer Reading Certificates and a free book, and everyone celebrated with ice cream.

Branch Manager Charlene Prinsen, Assistant Director Claudine Taillac, and Sheila Fortman-Craun (Outreach to Homebound) attended the VA Arts and Humanities Community Forum at the White City VA facility on September 29th. The forum offered an opportunity to learn more about the needs of the in-patient and out-patient veteran services and connect with the whole health team. This team appreciated receiving the Library's Event Guide and learning about the numerous programs available at the White City, Eagle Point, and Medford libraries they can bring veterans to. Other opportunities for serving this community will be considered, including technology classes and book clubs.

The **Prospect Library** End of Summer Reading BBQ and Centennial Birthday celebration was held on August 7th, with a drawing for prizes. It was attended by fifty people.

Central Cluster (Medford, Central Point)

The **Medford Library** focused in August on congratulating patrons for completing the Summer Reading Program. The Medford Teen Library had 152 teens sign up with seventy-seven completing the first review. A total of 673 reviews were turned in. The Medford Teen Department hosted twenty-nine programs during Summer Reading, with a total of 320 participants. The most popular programs were Celestial Tie Dye and Stuff an Alien, and the most well attended movie was *Spider-Man Into the Spider-Verse*.

Medford Library's Centennial Birthday celebration brought approximately 100 patrons of all ages who celebrated with cake, lawn games from the Library of Things, robots from the Mobile Maker Space, and other crafts while listening to music released in 1919. The Centennial Book Challenge continues to gain readers; sixty-one people have signed up, twenty-three have read more than fifty books for the year, and four people have read more than 100 books for the year.

The series from the Master Gardener's Speakers' Bureau was well attended and will continue into the fall. The Emergency Preparedness workshop, hosted by the Red Cross, engaged the audience who received Safety Tubes, thanks to the Friends of the Medford Library. The Pillow Project part of the program was featured on the front page of the *Mail Tribune*. The monthly Double Feature & Popcorn became an instant hit with more than thirty attendees at the August show of the Lego movies.

The **Central Point Library** hosted the Central Point Chamber's monthly greeters meeting before hours in August. Branch manager Stephanie Goodwin talked about the Spark Space, offered a tour of the library, and meet many of the local business members. Several new library accounts were created, many to take advantage of the Library's online resources and community meeting rooms. A special thank you to Kari May, Terra McLeod, and Elanna Erhardt for organizing and being present during the event.

The Library has been exploring opportunities to collaborate with Central Point Parks and Recreation, and the department hosted a program during the Centennial Birthday celebration on August 15th. More than 100 people attended with everyone enjoying cake, ice cream, and a craft and games presented by Parks and Recreation.

Laura Irwin from Digital Services has done an excellent job teaching the Lego WeDo and Mindstorm programs at Central Point in August. Each class has been nearly full and everyone has had a good time.

Youth Services collaborated with Summer Food Oregon to visit free summer lunch sites around the county and hand out free books to the children in attendance. Over the course of the summer, JCLS staff visited nine sites between Talent and Central Point. These sites were in schools and parks, and kids in attendance were from pre-school to high school age. Staff handed out 416 books to children this summer. Although these visits were short, the children

loved hearing about the cool things that the libraries were doing, and they of course loved being able to take a book home.

Support Services

Ashley Johnson from Technical Services and Holly Hertel from the Reference Department worked together to develop a system by which patrons can readily see in their record that their Interlibrary Loan requests have been received and is in process. They will now receive the same notifications as for internal hold requests, streamlining and improving the customer service experience.

Support Services Team members, Eric Molinsky and Ashley Johnson, are heading the implementation of new software the Library has purchased for the Library of Things. This attractive and flexible platform, myTurn, is intended for the reserving materials in the Library of Things collection for a specific date and time. The company currently has other nonprofits as customers in Oregon, but JCLS will be the first Library in Oregon to become a partner. It will be a true partnership in that the company provided the Library with a discount in turn for providing feedback and direction for the further development of the product. Sacramento Public Library is a current customer with their Library of Things. Staff are very excited to be able to provide this easy-to-use service for Library patrons and to be able to further expand JCLS's Library of Things.

Digital Services is also excited about the library's newest interactive tool, the Mobile Maker Space, which is meeting goals as stated in the Technology Plan. It features a variety of STEAM tools, including buildable robots, a drawing tablet, VR Goggles, and many more learning activities. It is already scheduled for a number of events in the system and will be able to be requested by staff through the Library of Things. The Mobile Maker Space will be at Staff Day for two breakout sessions for staff to experience the tools first hand.

Collection Development Librarian Wende Glimpse recently shared an "excellent customer service" experience of a patron looking for a title that was out of print. Wende was able to find the title in Kindle format, loaded it onto one of the Library's devices and then put it on hold for the patron. The user called Wende directly to share his enthusiasm for this tool and for the excellent customer service he received.

Outreach Services

Outreach to Homebound staff, Sheila Fortman-Craun and Marne Kapule, transitioned most of those on the waiting list to active client status as well as added six new patrons from Rogue River Estates. Staff is actively working on a book club to be added to Rogue River Estates.

Outreach to Child Care staff (Nancy Peterson, Megan Pinder, Marne Kapule) and some branch staff (Brenda Tavarez, Laura Irwin, Marisa Dixon, Stephanie Goodwin, Susie Gabumpa) took turns attending five sessions of the Head Start Health Kick Off events during the weeks of July

22 and 29. These events are for all of the new students. Staff had 261 people visit the JCLS tables, where they promoted library services, issued library cards, and gave out books to the children. Staff issued forty-nine new cards and renewed/replaced more than fifteen cards.

The Kaleidoscope programs provided by OCC have seen a significant increase in activity. A mom's group discovered the Concord site, and now there are between twenty and forty-four attendees each Tuesday morning. Crafts and sensory play are offered too. On August 20th one activity was shaving cream on a tray—parents remarked that they wanted to duplicate this at home because the children were enjoying it.

Business Librarian Elanna Erhardt has joined each of the six Chambers of Commerce in Jackson County on behalf of Jackson County Library Services, as Friends of the Library groups had previously maintained all memberships. She has also connected with the Central Point Rotary and the Tuesday Medford Rotary. With all of these connections, Ms. Erhardt is collaboratively creating a welcome guide for starting businesses in Downtown Medford, which will bring entrepreneurs to JCLS for Business Information Services.

Medford Comic Con 2020

The Downtown Medford Association (DMA) has asked to take on Medford Comic Con, eventually phasing JCLS out of the majority of the planning process over the next five years. The Medford Library will always be a part of MCC, and when a governing board is established, JCLS will always be represented. 2020 will be the first year of collaborating with DMA.

The division of labor will be broken out so that the Medford Library is responsible for coordinating the following programs, of which the Friends of the Medford Library support:

- Workshops
- Costume Contests
- Youth/family oriented programming within the library.

The library will also be applying for the city permits, finalizing safety procedures, and organizing security and janitorial services.

Jackson County Library Foundation will assist in grant writing for anything that specifically includes JCLS and act as Treasurer.

DMA will coordinate:

- Vendors
- Volunteers
- Social media
- Local donations and community support

The current plan is to move the outdoor vendors down Bartlett Street towards Main Street extending the MCC reach further into Downtown Medford.

Aaron Hassel, owner of Astral Games, has agreed to be the executive director of the new MCC Board. Courtney Toll, Board Member of DMA, will be coordinator DMA's contribution and Terra McLeod representing and coordinating library involvement. A separate Gmail account has been created to allow all parties access to the appropriate forms: SOmedfordcomiccon@gmail.com.

Library committee has already met to establish and confirm the division of responsibility. Workshop, Vendor and Volunteer applications will be live on the Library's MCC Website by 9/22/2019.

Jackson County Library
FOUNDATION

Foundation Director's Report - September 2019

Summer Appeal

Our Summer Appeal launched July 15, 2019 and will finish up on September 15, 2019. To date we have raised $4120 of our $5000 goal. I plan to launch earlier next year in May 2020 to run all summer. Rate of response is 8% and return on investment is 286%. Final numbers will be on the October report.

JCLF New Logo

JCLF's new Logo was approved on August 20, 2019 and launched September 4, 2019.

Grants, Bequests

Completed and submitted grant application with Jackson County Cultural Coalition in the amount of $3000 to go for Baby's First Book program 2020. The program has been revamped to be a personalized book that is easier for the birthing centers and hospitals to store and will still include library card applications. Award announcement will happen in November/December. We have been awarded this grant the past couple years for Baby's

First Book and Outreach to Childcare.

Centennial Birthday Celebrations

Centennial birthday parties have concluded and were well received by the community. We have been planning and are gearing up for the Centennial wine and cheese receptions. Invitations are printed and ready for disbursement, locations are set, soliciting donations have been ongoing for the past month, and set up/cleanup crews are scheduled. The district board will receive their invitations at the September 12, 2019 board meeting. The dates and times are listed below.

Cheers to 100 Years!

Ruch: September 28, 2019, 5:00 pm (Jacksonville, Ruch, Applegate)

Medford: October 5, 2019, 6:30 pm (Medford and Central Point)

Shady Cove: October 12, 2019, 5:00 PM (Shady Cove, Eagle Point, White City, Prospect, and Butte Falls)

Gold Hill: October 19, 2019, 5:30 pm (Rogue River and Gold Hill)

Ashland: October 24, 2019, 5:30 pm (Ashland, Phoenix, Talent)

Jackson County Library Foundation
JCLF Report on Expenditure of JCLD Funding
for the period of 08/01/2019 to 08/31/2019

Account Number	Account Name	JCLD Funding for Operations
Income		
Total Income		$0.00
Expense		
Personnel Expenses		
60000	Salaries	$4,583.33
Total Personnel Expenses		$4,583.33
Total Expense		$4,583.33
Net Income (Loss)		$-4,583.33

Summary

Beginning Fund Balance	$9,166.66
+ Other Fund Balance Movements	$0.00
+ Net Income / (Loss)	$-4,583.33
= Ending Fund Balance	$4,583.33

Jackson County Library District - 2020 Roadmap

Report Date: 9/6/2019

Big Rocks	Key Milestone	Responsible	Start	Stop	Status	Notes / Task Owners
Staffing	Hire Library Director	Board	Jul-19	Jul-19	Completed	*Approve contract in Dec-19*
	Hire Public Services Staff	LD	Nov-19	May-20	On target	
	Hire Support Services Staff	LD	Nov-19	May-20	On target	
	Hire Admin Staff	DA	Nov-20	May-20	On target	
	Note: Staffing rock will soon be combined with HR					
Communication	Provide initial letter to library staff	LD, LS&S, Board	Jul-19	Jul-19	Completed	
	Provide update to staff on Staff Training Day	LD, LS&S, Board	Sep-19	Sep-19	On target	
	Provide quarterly update to staff	LD, LS&S, Board	Oct-19	Oct-19	On target	
	Provide quarterly update to staff	LD, LS&S, Board	Jan-20	Jan-20	On target	
	Provide monthly update to staff	LD, LS&S, Board	Feb-20	Feb-20	On target	
	Provide monthly update to staff	LD, LS&S, Board	Mar-20	Mar-20	On target	
	Provide monthly update to staff	LD, LS&S, Board	Apr-20	Apr-20	On target	
	Provide monthly update to staff	LD, LS&S, Board	May-20	May-20	On target	
	Provide monthly update to staff	LD, LS&S, Board	Jun-20	Jun-20	On target	
	Draft and approve external communications plan	Advocacy Committee	Mar-20	Jun-20	On target	
Human Resources	Contract with HR consultant	Board	Sep-19	Sep-19	On target	3 proposals received
	Job market analysis, total compensation survey	HR Consultant	Sep-19	Oct-19	On target	
	Present salary/benefits recommendations to Board	HR Consultant	Oct-19	Oct-19	On target	Work session in late October
	Approve salary schedule	Board	Nov-19	Nov-19	On target	
	Approve employee benefits	Board	Nov-19	Nov-19	On target	
	Approve HR information system	Board	Dec-19	Dec-19	On target	
	Approve HR staffing recommendations	Board	Dec-19	Dec-19	On target	
	Approve personnel policies (Employee Handbook)	Board	Jan-20	Jan-20	On target	
Finance	Research accounting system / payroll solution	Finance Committee	Sep-19	Nov-19	On target	Get quotes, demo software
	Approve accounting system and staffing	Board	Jan-20	Jan-20	On target	Finance committee
	Decide on payroll solution (RFP?)	Board	Jan-20	Jan-20	On target	
	Update Board on long-range financial plan	Finance Committee	Jan-20	Jan-20	On target	Use HR consultant's results
	Develop and propose 2020-2021 budget	LD, DA	Jan-20	Apr-20	On target	
	Approve 2020-2021 budget	Board	May-20	May-20	On target	
	HR, payroll, accounting systems implemented	DA	May-20	May-20	On target	

Big Rocks	Key Milestone	Responsible	Start	Stop	Status	Notes / Task Owners
Technology	Receive draft report of IT assessment	Planning Team	Aug-19	Aug-19	Completed	Carson Block Consulting
	Present IT assessment and recommendations	IT Consultant	Sep-19	Sep-19	On target	Carson Block Consulting
	Approve IT assessment and recommendations	Board	Oct-19	Oct-19	On target	
	District website and email migration	Technology Committee	Jun-20	Jun-20	On target	Move District to jcls.org
Facilities	Approve FFA Architecture Design Proposal	Board	Aug-19	Aug-19	Completed	Facilities committee
	Begin working on lease assignments, agreements	Legal Counsel	Sep-19	Sep-19	On target	Legal counsel, DA
	FFA Architecture on site update	Board	Nov-19	Nov-19	On target	Schedule Board work session
	Update exterior signage with new logo	LD	Dec-19	Jan-20	On target	Facilities committee
	Approve FFA recommended renovations	Board	Jan-20	Jan-20	On target	Facilities committee, FFA
	Present RFP for Facilities Master Plan to Board	Facilities Committee	May-20	May-20	On target	
	Approve facilities maintenance contract	Board	May-20	May-20	On target	Facilities committee
	Approve buildings transfer, lease agreements	Board	Jun-20	Jun-20	On target	Legal counsel, DA
Collections	Test LS&S Collections Management (CM) system	LD	Oct-19	Mar-20	On target	
	Contract with LS&S for CM or bring in house	Board	Mar-20	Apr-20	On target	LD to recommend

lsslibraries.com
2600 Tower Oaks Blvd.
Suite 510
Rockville, MD 20852
800.638.8725

To: Jackson County Library District Board
From: Jennifer Giltrop, Chief Library Officer
Date: July 29, 2019
RE: JCLS Library Director Reporting Relationship

LS&S understands that Jackson County Library District plans to hire Ms. Kari May as the Library Director for Jackson County Library District effective July 1, 2020 and will waive Section 5(c) for Ms. May, as stated in the Library Administration and Operations Agreement dated April 13, 2015. For the remainder of the current contract year, which ends June 30, 2020, LS&S will allow Ms. May to work directly with the Board of Directors on all matters necessary to the transition. This includes her involvement in decisions regarding activities starting July 1, 2020 in regard to staffing, administrative functions, technology, facilities, and library operations. Normal, day-to-day library operations through the remainder of the current contract with LS&S will continue uninterrupted, as detailed in the current operating agreement.

LS&S will continue to employ the Library Director for JCLS and pay the salary as stipulated by the existing contract. Any employment related matters will be handled by LS&S. The quarterly meetings between LS&S leadership and JCLD staff will continue through the end of the contract.

All parties involved are committed to a smooth transition over the next year and will continue to work together to maintain a strong, vibrant library for Jackson County.

September 12, 2019

Title: HR Consultant Request for Proposals

From: Executive Committee

Recommendation:
The Executive Committee recommends that the Board accept the committee's recommendation to award a contract for human resource consulting services to the winning proposer, HR Answers, Inc. Board approval would authorize the Board President to sign a Professional Services Agreement between the District and HR Answers, Inc.

Budget Impacts:
The not-to-exceed amount as presented in HR Answers' response to the District's Request for Proposals is $60,944. This amount is well within the District's budget for consulting services that will support the Library's transition from a contracted workforce to an internal workforce.

Policies, Plans, and Goals Supported:
Hiring seasoned HR consultants to help establish the District's HR infrastructure prior to the 2020 transition supports the Board's shared vision for an effective transition; in particular, its vision that the transition is seamless for patrons and staff; we have a high retention rate; we make data driven decisions, and we have appropriate staff and organizational structure to support our operations.

Background and Additional Information:
A Request for Proposals (RFP) was issued on August 15, 2019, and sent to three HR consulting firms that were recommended to the District: 1) HR Answers, Inc., 2) Xenium HR; and 3) Mammoth HR. All three firms responded to the RFP by the due date.

The Library Director and District Administrator served as the evaluation committee, scoring and ranking the proposals based on four, equally weighted criteria: 1) approach and methodology to providing the requested scope of work (understanding of the District's needs); 2) qualifications and experience of the firm and key personnel to be assigned to the project; 3) price, including a not-to-exceed amount; and 4) ability to meet the District's timelines. Each firm's score and ranking is included below:

1. HR Answers (38 pts.) NTE: $60,944
2. Xenium HR (28 pts.) NTE: $52,300
3. Mammoth HR (22 pts.) NTE: $30,000 (did not bid on salary/benefits/compensation work)

The Library Director and District Administrator then met with the Board President and Vice President, as an Executive Committee, to discuss the evaluation process and the merits of each proposal. In the end, the committee agreed to recommend that the Board award the contract to HR Answers. This recommendation is based on the firm's relevant experience and qualifications, clearly articulated understanding of the tasks and level of effort required, and apparent ability to deliver a quality work product within the District's specified timeframe.

Attachments:
1. HR Answers' Response to JCLD's Request for Proposal for HR Consultant Services

REQUEST FOR PROPOSAL RESPONSE
for
HUMAN RESOURCE CONSULTING SERVICES

Jackson County Library District

Submitted by HR Answers, Inc.
Judy Clark, SPHR, IPMA-CP, CPC
Founder
7650 SW Beveland St., Suite 130
Tigard, OR 97223
Phone: 503-885-9185
Fax: 503-352- 5582
jclark@hranswers.com

INTRODUCTION

We submit the following Response to Jackson County Library District's (JCLD) Request for Proposal regarding Human Resource (HR) consulting. Based upon our 30+ years of supporting organizations and HR departments for our clients, HR Answers, Inc. thoroughly understands the need to assist in setting up solid HR practices and procedures that are objective, easy to understand, and fair to all parties involved. We know from these many years of experience that work of this type must be tailor-made for each individual client. There is no "off-the-shelf" HR program that fits all organizations. Our approach to this engagement will be to thoroughly understand your goals, objectives, values, and philosophy in order to design and draft HR functions in a manner to meet all of the objectives as described in your Request for Proposal dated August 15, 2019.

It is our philosophy to create a partnership approach with our client in conducting any HR projects. We typically seek a high level of involvement from all client partners during the development of such work in order to assure the results meet all organizational objectives. That will be particularly important in this work since the District is establishing internal HR processes for the first time.

Past clients have applauded our extensive communication process during the entire course of a consulting assignment. It has been our experience that if all parties understand the process, they are far more receptive to the final results. This communication will aid the project by ensuring that all individuals providing information to and from JCLD are on the same page and striving to assist the organization in meeting the project goals. With this philosophy, the final solution is typically a win-win for everyone involved. To further support this communication process, we have a firm policy that all phone inquiries are returned the same day received, and we verify all verbal communications with written confirmations. It is also our policy to communicate with each client on Friday regarding the work that has been completed during the previous workweek.

We plan to dedicate our top consultants to this project, who have a combination of over 80 years of experience in working across the entire breadth of HR processes and policies. All of our internal project work is done on a team basis, wherein we collaborate, review, and analyze all work. The team's Project Leader, Co-President Laurie Grenya, SPHR will provide the quality assurance review for all of our deliverables. Given the expertise and experience of our senior consultants, we will meet all timelines with high quality deliverables and assure that the project will meet or exceed JCLD's expectations.

We believe that we have an obligation to our clients, other professionals, and our staff to promote and maintain the highest standards of honesty, professional competency, sound judgments, discretion, and personal integrity in all of our business and personal dealings. When working on your behalf, we pledge the following:

- To serve you with honesty, integrity, loyalty, competence, and objectivity.

- To keep client information and records of our engagement confidential, and to use proprietary client information only with your permission.
- To only accept engagements for which we are qualified.
- To honor relevant non-compete and confidentiality agreements and avoid any situations that may create a conflict of interest.

Our proposal is intended to demonstrate the capability we have with all aspects of HR work and compliance requirements. Of particular note is our work with Special Districts Association of Oregon (SDAO). We have been serving as the HR resource for SDAO and all their members for over 5 years. Also important, is the work we have done in compensation. Since that is one of the first tasks identified in your RFP, we want you to know that about 40% of our business is in that arena, including having completed more than 125 Pay Equity studies to assist organizations in meeting the new Oregon Pay Equity obligations. We will bring this broad HR capability and compensation expertise to JCLD. Our unique qualifications include:

- We are a regional firm headquartered in Tigard, Oregon, with a branch office in Salem, Oregon, and over 34 years' experience serving clients in the Pacific Northwest.
- We are a firm known for both the quality of our work and the professional competence of our staff, thereby increasing the likelihood of favorable reception of our findings and recommendations by JCLD Board, management, and employees.
- We are a regional firm that has conducted over 1,000 HR/compensation studies since our founding, and worked in virtually every aspect of the HR function.
- As mentioned above, approximately 40% of our consulting assignments are for work involving compensation. Additionally, the individual who will serve as the Project Leader was part of the Administrative Committee for BOLI, assisting in writing the Pay Equity rules, so our firm is well-oriented to this new law and its employer requirements. We have done literally hundreds of market studies and created pay structures for those organizations. Additionally, we have had the privilege of assisting more than 125 organizations regarding audit, corrective action, and ongoing administration of Pay Equity. We have also built proprietary tools to assist in the determination of comparable positions in organizations.
- We are noted for the quality of our deliverables, as we hope the organization and presentation of this proposal demonstrates.
- We have extensive experience in developing a wide variety of compensation plans for both the private, public, and not-for-profit sectors. Our references will show that we have worked with a variety of organizations to address their compensation needs or their instituting of Pay Equity processes.

- We use proven methodology in gathering market data and applying the results to pay schedules to accurately reflect the area labor market. This applies to both the use of published surveys and direct market contacts. We age the pay data and factor it to the geographic area of the District.
- We build HR processes that reflect the values and priorities of the client. Whether it is the development of an Employee Handbook, a Corrective Action process, or a training program regarding harassment, we work with management to ensure that the language used and the implications of each activity or function, are congruent and consistent across all HR activities.
- And perhaps most importantly, our consulting approach works in concert with the client to ensure not only the quality of the work, but also the knowledge transfer and training required to successfully manage the program in the future.

There is no question that the work involved will be more challenging because we will not be able to work from any current HR infrastructure or current documentation about the practices of HR within the District. However, the benefit that goes along with this, is that the District will have the opportunity to have a fresh start regarding many of the HR activities.

The staff assigned to this project will be the following individuals:

JUDY CLARK, SPHR, IPMA-CP, CPC – FOUNDER OF HR ANSWERS, INC.

Judy Clark, Founder and Owner of HR Answers, Inc., has more than 40 years of human resources experience, more than 30 of which have been in consulting. Prior to starting HR Answers, Inc., she worked in healthcare both while she was going to school and then later as an HR Director, with promotions up to Assistant Administrator. Additionally, she served as adjunct faculty to the School of Business at Portland State University (1982-2018), teaching a variety of HR classes in the Human Resource Management certificate programs. Previously she was also on faculty teaching compensation and reward systems for 27 years at the University of Washington having retired in 2014. Judy is certified as a Senior Professional in Human Resources (SPHR) through the Human Resource Certification Institute and as a Certified Professional Consultant (CPC) through the International Guild of Professional Consultants. She served for six years on the national board of the Society for Human Resource Management (SHRM), and also completed a six-year term on the board of the SHRM Foundation. She also served for five years on the national Board of Directors for SHRM's Consultants Forum, including a term as President of the Board. She has a busy national presentation and training schedule, giving presentations throughout the country, some of which are designed to assist other HR professionals attain their professional certifications. She is often sought out for media commentary, and has served as an Expert Witness for about 30 court cases on numerous occasions, many of them involving issues of employer compliance and employee compensation.

Judy has been a writer for the *Portland Business Journal* and *Oregon Business Magazine*, a manuscript reviewer for the national *HR Magazine*, and has served on a variety of community service boards and committees.

LAURIE L. GRENYA, SPHR – CO-PRESIDENT & PROJECT LEADER

Person authorized to negotiate the proposed contract for this RFP

Laurie is one of our two Co-Presidents. She has over 18 years of human resources experience, much of it in the compensation arena. Laurie has extensive knowledge and understanding of compensation work and human resource management for all sizes of organizations. Laurie's skills include salary surveys, classification and position description development, human resource system management, project planning, training, staffing and recruitment, organizational design, labor contract negotiations, interest arbitration and mediation. Laurie has extensive experience working with executive, management and staff in group settings and one-on-one meetings to explain and exchange information or facilitate discussions. Laurie has served as an expert witness in arbitration hearings and supported attorneys in case development and settlement discussions. Laurie is truly an expert in compensation and has worked on hundreds of compensation projects. Laurie is certified as a Senior Professional in Human Resources (SPHR) which is conveyed by the Human Resources Certifications Institute. This certification is the highest offered in our profession. Laurie has a passion for effective management and has a keen eye for alternative solutions within best practice and acceptable risk.

PAUL H. HUTTER, SPHR - SENIOR CONSULTANT, PROJECT SUPPORT

Paul is a Senior Consultant with over 25 years of human resources experience in both the private and public sectors, 15 of which has been in consulting. Paul is certified as a Senior Professional in Human Resources (SPHR) through the Human Resources Certification Institute. Paul's expertise lies within a full range of human resource services; chiefly among them, the completion of compensation studies including Oregon Pay Equity. Paul also specializes in management development and has extensive knowledge and understanding of industry best practice in adult learning, organizational and management development and human resource management for all sizes of organizations. In addition, Paul's skills include, human resource system management, project planning, training, staffing and recruitment, organizational design, labor contract negotiations, and corporate level strategic planning. Paul has extensive experience working with executive, management and staff in group settings and one-on-one meetings to explain and exchange information or facilitate discussions. Paul's expertise in this area has provided him the opportunity to provide this level of service to hundreds of clients.

Other consultants may also assist on this project as needed to meet timelines and work product. HR Answers has an extensive staff of consultants who routinely work on our large HR projects. For additional staff bios, we encourage you to visit our website, www.hranswers.com.

The elements of the HR work that have been identified by this first phase and the manner in which HR Answers would address these is identified below:

1. **Organizational Development and Transition: Advise JCLD on the transition from a contracted workforce to an internal workforce. Assist JCLD in answering HR-FAQs from current library employees.**

   HR Answers' Response: We will provide ongoing support to this project by establishing a work and timeline matrix that lays out each item of the work agreed to along with the date it is to be completed. We will be available for and initiate phone conversations to update you and /or request information needed to advance the work. We anticipate four trips to you for meetings, planning, and review of materials sent to you. If desired, these meetings can also include addressing employee concerns or questions. At least one of these meetings would be used to explain the recruiting process and address any issues Library management might have, and meet with employees regarding the process that is developed.

   The hours and fee for this comprehensive coordination is estimated at:
   20 hours X $180 per hour = $3,600

2. **Job Profiles/Job Descriptions: Draft job descriptions that reflect current responsibilities. Classify positions. Develop new job descriptions that comply with federal and state law.**

   HR Answers' Response: This is one of the more awkward items in the project. Job descriptions are usually necessary to do a market study and considering that LS&S will not provide any current job descriptions of the employees, we will need to be generic in the market study, and use jobs that are typically found in your Library, and include your Executive Director's information about the work being done by your employees. Once the embargo of being able to ask employees what they do is lifted, we will draft and finalize the job descriptions for management's use. We will use a Job Analysis Questionnaire (JAQ) which employees will need to complete. We will also analyze whether positions meet the standards of exempt status under the Fair Labor Standards Act or whether the position should be classified as non-exempt. Once completed, the supervisor will be asked to review the content for accuracy and to be sure that nothing has been left out. We will use the approved document to generate job descriptions that meet compliance requirements and spell out the work assigned.

   The hours and fee for this project element is estimated at:
   90 hours X $180 per hour = $16,200
   This cost may be reduced depending on the number of employees doing the same job.

   Should the Library wish to do this internally using its own HR staffing, this would represent a significant savings to the District. Assisting with setting this up and

training employees about how to complete the JAQ, would reduce this estimate. We believe this can be completed during one of our trips and would reduce the estimate to the following:

20 hours X $180 per hour = $3,600
This assumes group sessions of employees in recognition that they all can't be in a single meeting.

3. **Market Analysis/Salary Survey/Recommended Salary Schedule: Conduct a market analysis/salary survey for all positions. Research should include a review of salaries paid by other library districts and public employers within the region and statewide. Using this benchmarking data, create a salary schedule with salary ranges (min/mid/max) that are in line with industry standards.**

   HR Answers' Response: We commit to conducting a market survey focusing on the Library's positions in the general region. We also have resources that provide national averages of positions and that we can adjust for the cost of labor in your location. This will allow a greater amount of data to rely on. Additionally, we will use cross-industry surveys to establish the market pay for positions that are found in each organization, not just specific to libraries. Examples of this are IT, Accounting, and HR jobs. Our estimate is based on the belief that you likely have 40-45 separate positions that will need to be researched. It is possible that this number will be reduced when we identify that some positions are held by several individuals. We will use published surveys for our information in addition to direct research of other similar employers in your area. Each position will be documented separately showing the source, the weighted average and the average pay range for that work.

   The hours and fee for this market survey is estimated at:
   40 hours X $180 per hour = $7,200

   Another part of the project element is the development of a recommended pay structure. Once the market survey is completed, we will make recommendations and provide you with options regarding the pay structures (Minimum, Midpoint, and Maximum) for your consideration.

   The hours and fee for pay structure development work is estimated at:
   10 hours X $180 per hour = $1,800

4. **Market Analysis/Benefits Survey/Recommended Benefits Package: Conduct a market analysis/benefits survey. Research benefit packages offered by other library districts and public employers within the region and statewide. Recommend a competitive benefits package(s) that JCLD could offer to employees that aligns with the District's total compensation strategy.**

HR Answers' Response: During the same time as the market survey, we will research and provide a recommendation about the types and levels of benefits that JCLD may wish to provide for its employees. We will pay particular attention to the need for equity for comparable positions since that is part of the new Oregon Pay Equity Act obligations.

The hours and fee for this Pay Equity work is estimated at:
30 hours X $180 per hour = $5,400

5. **Study Session with Library Board**: **Present market research and recommendations regarding salaries and benefits to the Board at a study session in September or October 2019.**

   HR Answers' Response: As we stated above, we anticipate four trips to your Library for meetings, training, etc. One of these trips could easily be used for the Board's Work Session. The likely time required for this meeting may be 4 hours. We would expect to provide material for the Board and management's review prior to that meeting. The discussion would include a review of the market survey and the benefits research; in addition to responding to any questions that might exist. Given the likely start date for this work, and the decision about how to know what the employees are responsible for, we do not anticipate that this Work Session could occur in September and would suggest that it would need to be later in October.

   The hours and fee for this work would be estimated at:
   4 hours X $180 per hour = $720 + expenses of the trip (see below for that number)

6. **Total Compensation Strategy (initial plan/longer-term plan): Advise JCLD on a total compensation plan that takes into account that a lot of the employees who are hired by JCLD will have worked at the library previously—some for many years—albeit as employees of LS&S (although we still have a number of employees who started working at the library when it was still a department of Jackson County). How do we take into account longevity without violating pay equity? Since LS&S will be cashing out any laid off employees' vacation, should JCLD consider advancing vacation days during the first year? Etc., etc., etc. Assist JCLD in developing an ongoing compensation strategy, i.e., step increases based on longevity, merit increases, etc.**

   HR Answers' Response: We propose to create a Compensation policy for the Library's use. That policy would detail all of the decisions made requiring how hiring pay is set, how raises are determined, timeframes of any pay actions, what will and won't be considered paid time off, who to go to for approval of any pay actions, etc. It would also address the transition process from LS&S' payroll to JCLD's payroll. By developing this comprehensive policy all the questions that typically surface could be answered. The policy would also provide descriptive language to

communicate to managers responsible for overseeing compensation and to employees who need to understand how compensation at the Library works. This will be a joint effort between JCLD and the consultants.

The hours and fee for this policy work is estimated at:
15 hours X $180 per hour = $2,700

7. **Recruitment/Hiring/Interviewing Process: Advise JCLD on the hiring process, i.e., how to write the job postings and conduct the recruitment in a way that complies with Oregon law, but also reflects the reality of the situation, i.e., that most of the positions are expected to be filled by individuals who currently work at the library; where and how long should we post the positions, etc. Recommend interview questions, evaluation criteria, scoring system that includes Veterans' preference, etc.**

   HR Answers' Response: There are two ways that HR Answers can assist with this activity. We have a Staffing division within our firm and this activity could be undertaken by them. Or, the Senior Consultants could provide this support. There are reasons that could suggest either approach. Since the RFP requested a not-to-exceed fee, we have chosen to estimate this project element using the consulting staff. This results in a higher estimation, but we are more comfortable using this number so that we do not misjudge the fees associated with this work. Since we do a significant amount of recruiting on behalf our clients, and since we work extensively with public sector employers, we are quite familiar with this type of recruiting, including the requirement of establishing a system that accounts for Veterans' Preference.

   The hours and fee for recruitment and hiring assistance is estimated at:
   17 hours X $180 per hour = $3,060

8. **Position Classification and Compensation Tool/Matrix: Develop a matrix JCLD can use to determine appropriate starting salaries and ensure pay equity beyond the transition.**

   HR Answers' Response: We believe this work would be encompassed within element #7 above. It should be done at the same time so that all pieces of this project are consistent.

9. **Employee Handbook/Personnel Policies/Compliance: Provide JCLD with an employee handbook that includes all of the personnel policies applicable to an Oregon public employer with approximately 120 employees.**

   HR Answers' Response: We will create an Employee Handbook that encompasses all the required language to meet both federal and state compliance requirements. We also would speak with management regarding the tone that is desired.

Some organizations want a "no frills" document while others want a friendlier and more welcoming text. We will use our Sample Employee Handbook to work from and ensure that the material outlined meets with the District's intent. This work could be done early in the project if desired, and includes drafting and two sets of revisions.

The hours and fee for the Employee Handbook work is estimated at:
20 hours X 180 per hour = $3,600

10. **HR Information System/Payroll System: Advise JCLD on Human Resource Information Systems (HRIS) and payroll systems. Make recommendations.**

HR Answers' Response: We will provide recommendations about HRIS packages that are best suited for your size organization. This will be a research project that will find HRIS packages for your consideration. Each selected package will be described and the features that might make it attractive to you will be identified. We will do the same thing for a payroll system recommendation. Because we work with a number of organizations, we are familiar with the systems they use, and often their satisfaction with those. This will include drafting and two sets of revisions.

The hours and fee for this work is estimated at:
15 hours X 180 per hour = $2,700

11. **HR Department Staffing: Recommend staffing for JCLD's HR department leading up to and after the transition. Provide job descriptions. Assist with recruitment.**

HR Answers' Response: We would be delighted to assist you with the staffing of the Library's HR function. We can develop job descriptions for these positions during the job description project element. We can advise about the job announcement and posting and make recommendations about where the best places are to post those announcements. We can provide interview questions, or we can conduct/assist with the applicant interviews. HR positions can be tricky because non-HR individuals are often not able to determine whether the answers applicants give are accurate because of the special body of knowledge that is required. Our staffing recommendation will be based on the desired ratio of HR personnel to employees, and will reflect the job responsibilities that will be assigned to these positions.

The hours and fee for this work if we are not participating in the actual interviews is estimated at:
20 hours X 180 per hour = $3,600

The hours and fee for this work if we are participating in the actual interviews is estimated at:

35 hours X 180 per hour = $6,300
***This is far less than if we were to handle all of the recruitment through our direct hire process of our Staffing division.

Our approach to the work described above is a combination of meetings, phone calls or email exchanges, and work done at our office in Tigard. Our Project Leader, Laurie Grenya, will assign tasks and set deadlines by which each component of the work is to be completed so that we can honor your timeline that has been set. Our initial meeting at your location will result in a project plan with timelines and deliverables. As each project element is drafted or completed, it will be forwarded in draft form along with a request for any additional clarification or changes that you think would be beneficial.

The information above details the anticipated fee for each of the project elements. Because it is difficult to estimate how long meetings might take, what revisions might be needed, and if you want presentations made of the project's results to different audiences, we have included a contingency amount in our not-to-exceed project fee. It may be that this is not needed at all, but wanted you to be aware that it has been included. We have figured it at 5% of the overall fee estimate. Based on the work described and the steps outlined here, our estimated fee is $53,109 - $55,944 depending on the choice in request # 11, which results in a not-to-exceed project fee, including any travel expenses, of $58,109 - $60,944. If additional items are requested, we reserve the right to talk with you about the expense associated with those additional tasks. We would be happy to talk with you regarding any aspect of this work if this is larger than you have budgeted for setting up your HR department and its functions.

We invite JCLD to contact the following references who can comment on the quality of our work and professional competency of our staff. We have included a brief summary of the work conducted for each.

Gloria Martin, Human Resources Director
Volunteers of America
3910 SW Stark Street, Portland, Oregon 97214
Phone: 503-595-2005 Email: gmartin@voaor.org

HR Answers is currently working with VOA to navigate implementation of pay equity, gathering market data, and development of a new compensation structure.

Kathy Grimm, Vice President - Equity, Talent & Culture
United Way of the Columbia-Willamette
Phone: 503-228-9131 Email: KathyG@Unitedway-pdx.org

HR Answers recently completed a study of pay equity and market data for the organization as a well as a compensation review for their Executive Director.

Jeff Schaffer, Dean of Business Services
Clackamas Community College
19600 Molalla Avenue
Oregon City, OR 97045
Phone: 503-594-3300 Email: jeff.shaffer@clackamas.edu

HR Answers is in the final stages of a comprehensive compensation and pay equity study for all positions at the college.

Naomi Garbutt, Interim Director of Human Resources
Clatsop Community College
1651 Lexington Ave.
Astoria, OR 97103
(503) 338-2425 Email: ngarbutt@clatsopcc0.onmicrosoft.com

HR Answers is in the final stages of a comprehensive compensation and pay equity study for all positions at the College.

Jennifer Blake, Human Resources Director
Umatilla County
216 SE 4th Street
Pendleton, OR 97801
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HR Answers is in the final stages of a comprehensive compensation and pay equity study for all positions at the college.

Tyler Stone, Chief Administrative Officer
Wasco County
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Phone: 541-506-2252 Email: tylers@co.wasco.or.us

We are currently undertaking a re-education and re-design of the County-wide compensation systems for Wasco County, to align with Pay Equity, including transition from a point factor Job Evaluation system to a Job Profile system, continued external market analysis, and updates to all associated policy and process. We have been engaged for HR work by Wasco County for the past six years.

Cost of Services

The cost of our services is based on an estimate of the time that will be necessary to carry out all of the steps for the required work and billed at our hourly consulting rates. It is our practice to provide a discount of ten percent (10%) to not-for-profit clients. For this project our discounted hourly rates are as follows:

Senior Consultant…….$180 per hour
Administrative support and travel time……..$90 per hour
Contingency (5% of estimated project fee)……...$2,529 - $2,664
Expenses likely to incur (mileage, meals, possible lodging)……...$5,000

Based on the scope of work and our proposed methodologies, our professional fees, anticipated expenses associated with travel, and the contingency amount will not exceed $60,944.

We believe HR Answers, Inc. is eminently qualified to carry out the work required to bring this transition to a successful and acceptable conclusion. Our many years of consulting experience with public and not-for-profit entities provide us with insight that others may not possess. In particular, we would like to emphasize our many years of experience in reviewing, analyzing, and conducting compensation surveys. During this last two years we have worked with over 100 organizations regarding compliance with Oregon Pay Equity. Much of this work entailed reviewing our work with the employees involved. We believe we have developed skills to conduct these studies in a highly professional and successful manner.

It is our plan to assign our three most experienced senior consultants to this work, all of whom have worked extensively in all aspects of HR with public entities and who have combined consulting experience of over 80 years.

Because of the size of our firm, we can assure JCLD that all work will be completed on schedule in a timely manner. We are able to back up our assigned consultants with other staff members should their assistance become necessary. We would welcome the opportunity to conduct this work with JCLD.

Sincerely,

Judy Clark

Judith (Judy) Clark, SPHR, CPC, IPMA-CP

Jackson County Library District

Technology Assessment and Recommendations

Prepared by Carson Block
Carson Block Consulting, Inc.

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1 Assessment Committee

To ensure an objective process, an Assessment Committee was formed to represent key perspectives and viewpoints during the process. Committee members below include a member of the Library Board, a direct employee of the Library District, and two Library Employees (including the Library Director) and the consultant.

Kari May is the Director of Jackson County Library Services, employed by LS&S. She has over 20 years of library experience, including seven years as a director for a rural district in Colorado and three years as the Assistant Director for the State Library in Utah.

Carey Hunt is the Assistant Director of Support Services of Jackson County Library Services, employed by LS&S. She has 18 years of library experience including 12 years with an ILS vendor and 5 years in a public library as the Manager of Technical Services, Collection Development and ILS System Manager.

George Prokop serves on the board of directors for the Jackson County Library District. He began service in July of 2017, was Vice-President for two years, and has also been the liaison to the technology committee since joining the board. George served on the JCLD Budget Committee for two years before joining the board and worked with Hewlett-Packard for 30 years in multiple roles in both Marketing and Finance.

Lisa Marston has served as Administrator of the Jackson County Library District since January 2015. She has over 25 years of public-private sector experience, including 10 years with the Rogue Valley Council of Governments, managing public contracts and projects, and 10 years with a direct marketing agency, including three years as Director of Quality Assurance. Lisa holds a law degree and will earn her MBA degree in September 2019.

Carson Block has been a library technologist for more than 25 years – as a library worker, IT Director and now a Library Technology Consultant. He has been called “a geek who speaks English” and enjoys acting as a bridge between the worlds of librarians and hard-core technologists. He has a passion to de-mystify technology for the uninitiated, and to help IT professionals understand and support the goals of libraries.

2 Summary

In early 2019, Jackson County Library Services contracted with Carson Block Consulting Inc. to perform a technology assessment of the library system to identify the current state of the Library's Information Technology (IT) resources (including technology structure and resources, IT staffing levels and structure, and organizational relationships) and make recommendations to best serve the library's future plans.

The assessment and recommendations come at a significant time in the library's history. In 2014, Jackson County Oregon voters approved the formation of a Special Library District. Currently, the library is operated by Library Systems and Services (LS&S)[1] a vendor that operates more than 80 public libraries across the country by providing staffing, technology and other resources essential to library operations. The company describes its services: *"The LS&S alternative optimizes library functions in accordance with your priorities and budget via a la carte offerings or a comprehensive suite of operational services."* [2]

Soon after the formation of the District, the Jackson County Library District Board of Directors began considering actions that would give the library direct control over its destiny, with one area of particular interest being technology. To assist the library in technology decisions, this document provides:

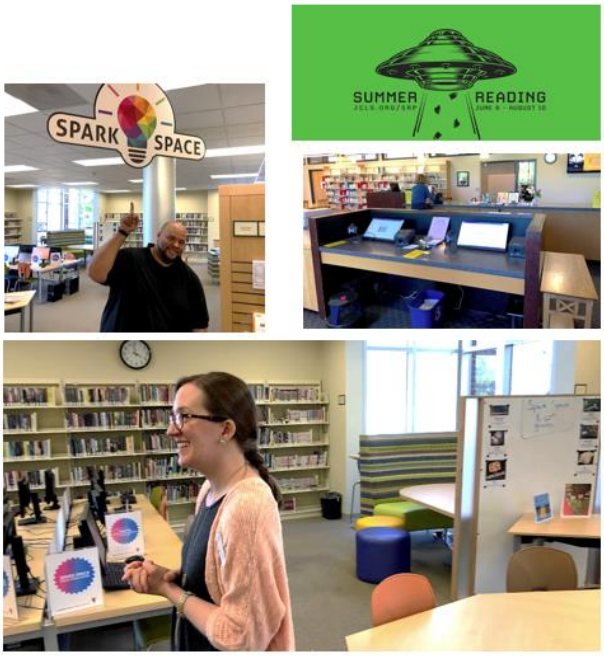
1. An assessment of the current state of the Library's technology and staff; and
2. A recommended transition plan with timelines and identified risks that lays out the path the District should take to achieve the recommended end state at the point of transition (July 1, 2020) and one year post-transition.

It is important to note that LS&S does not provide all of the technology and technology services needed to operate the library, but it does provide what is arguably the library's most important business machine: the Integrated Library System (ILS), as well as the majority of staffing (including IT staff), Collection Development services, and other services to operate the library.

[1] More information about LS&S is available at http://www.lsslibraries.com/
[2] http://www.lsslibraries.com/solutions/managed-services

2.1 Assessment: Key Findings

Assessment activities are described in detail elsewhere in this document. The consultant's key assessment findings are:

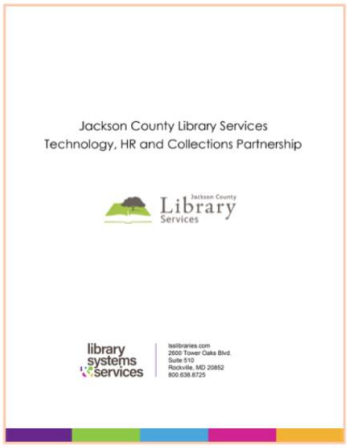


- Jackson County Library Services is a vibrant library system. The consultant found that staff have high energy, and optimism for the future.
- The library is doing well in a number of technology areas, including its data network and new programs and services (including the Spark Space and the Technology Team).
- The library has an excellent collaboration with Rogue Community College
- Some branches are opting out of tech-forward approach; others embrace technology
- The library has exceptional branding/ marketing materials and approaches.
- LS&S – related:
    - The Library favors the Polaris Integrated Library System, but finds limitations with LS&S's management of the system
    - The Library finds that LS&S approach to collection management has been inconsistent with the library's needs
    - The Library finds that LS&S technical support works well for the library in some areas, but is inconsistent in others
- General Library Technology:
    - The library has competencies in essential IT support
    - There is an opportunity to expand technological leadership throughout the library system

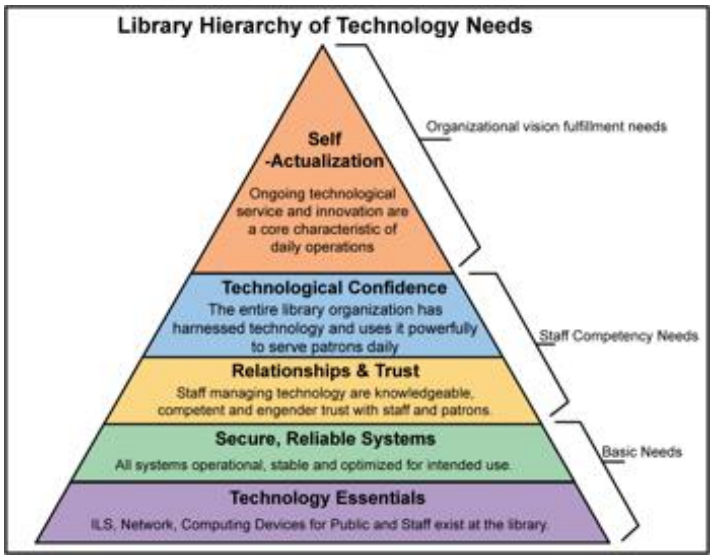
2.2 Key Recommendations

2.2.1 Contributing Factors to the Consultant Recommendations

There are several contributing factors that the consultant has considered in making technology recommendations:



- Library staff need to be hired by District after end of LS&S Contract in June 2020.
- The library may benefit from additional time to prepare for ILS transition.
- LS&S has proposed continuation of:
  - IT Support and Management (Includes Polaris)
  - Leased Staffing (PEO)
  - Comprehensive Collections Management
- Understandably, there have been high emotions among library leaders as a natural course of things during transition. The consultant is taking a pragmatic and strategic approach in considering the assessment and recommendations for next steps.



- A guiding principle used by the consultant is stability for patrons during the transition - using the consultant's Library Hierarchy of Technology Needs[3] as a guiding concept. The hierarchy helps in anticipating the possible impacts of actions and helps create priorities for actions. All recommendations made by the consultant are designed to maintain the stability of patron services throughout the transition.

[3] Library Hierarchy of Technology Needs ©2019 Carson Block

- For technology needs -- and all other transition items - it is important to “start with the end in mind” and have a shared vision for outcomes among the library board and library staff.

- Although the library has a tradition of technology innovation and aspirations for further technology leadership, with a guiding principle of stability, the library should expect its next giant leaps in technology innovation to come after the initial transition steps.

2.2.2 Assessment Process & Recommendation "Players Guide"

To support pragmatism and stability (for technology recommendations as well as other library transition activities), it may be helpful to view the process from a "players" perspective (as in the old ballpark adage "you can't tell the players without a program"). Throughout the assessment and recommendation process, it was important for the consultant to remember these elements:

- Jackson County Library District has unique circumstances: all but one staff member, including the library director and leadership staff, are employees of LS&S.
- At the end of the current contract with LS&S (through June 2020), the District will hire its own staff.
- The recommendations must work prior to any technology transition actions, as well as help guide technology transition actions in the short, mid and long terms.

In a process with fewer unique circumstances, the relationship of the major stakeholders and the work looks something like this:

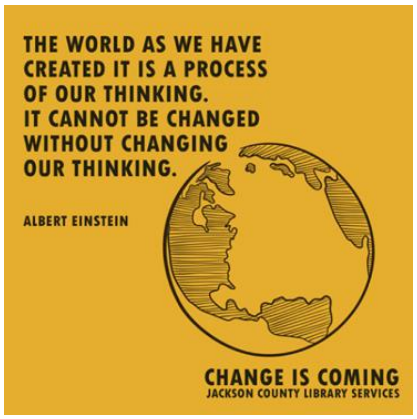
Client	Detailed Assessment and Recommendations mostly written for:	Library Board/Trustees	Organizational Alignment
Library (usually Library Director or Library IT Leadership)	Library Managers and Staff	• Supporters of Process • Receive only high-level/summary report	• Board = Governance • Staff = Implementation

Our process has some key differences from a standard process:

Library Board	• Library Board • Library Staff (2019 and Beyond – and through transition)	• Primary Client	• Board = Governance • **Current** LS&S (staff) = Implementation • **Possible future**: Staff = implementation

2.2.3 Recommendation Highlights

Clearly, the library is ready to take greater control of its destiny - technological or otherwise. Carson Block Consulting recommends that the library transition to full technological self-sufficiency in three phases that must align with the District staff hiring plans and any other emerging dependencies.



2.2.4 Synopsis of three phases

Phase	Key Actions
Current State	● Prepare for library staff transition (all) ● ILS: ○ Work with LS&S for unbundled contract for ILS services ○ Prepare for **contingency plan** if agreement is not reached with LS&S for ILS services by October 2019 Board meeting (e.g. prioritize ILS ownership preparations)
Phase 1	● ILS: ○ Transition to interim ILS operations (if agreement is reached with LS&S for unbundled services) ○ Contingency: Prepare for ILS ownership and operation (if agreement is not reached with LS&S for unbundled ILS services) ● Suggested IT Tasks ● Organizational Chart Adjustments (please see illustration in next section)
Phase 2	● Transition ILS to Library District ownership (if it hasn't already done so) ● Organizational Chart Adjustments (please see illustration in next section) ● Build Collaborative Framework ● Suggested IT Tasks
Phase 3	● Create new Strategic Technology Plan

2.2.5 Contingency for Phase 1

As of the summer of 2019, there are many moving parts in the library's transition, making it necessary to create a contingency plan for Phase 1. The consultant's ILS recommendation for Phase 1 is for the library to continue to contract with LS&S for unbundled ILS Services for at least one year (key dependency: LS&S's willingness to provide ILS services in an unbundled manner with contract terms acceptable to both the library and LS&S).

Due to library transition needs, a final contract must be ready for board approval at the October 2019 board meeting. If a mutually-acceptable contract for unbundled ILS services is not complete by the October 2019 board meeting, the consultant recommends that the library prioritize ILS transition immediately by purchasing ILS services directly from a vendor.

It is the consultant's understanding that the library and LS&S are negotiating in good faith for unbundled services as of the completion of this report (late August 2019), allowing for adequate time for an agreement to be made.

2.3 Recommendations - Detail

This document contains detailed results from the activities performed to complete the technology assessment. Please see the Assessment sections of the document for information that informed the consultant's recommendations for the library.

Given the history of funding for the library, it's not surprising that the consultant encountered strong emotions (from all stakeholders -- including library staff, board members and library partners) around key topics such as technology, the role (both positive and challenging) of LS&S in delivering technology services, and especially strong passion among library staff for the work they do in the communities they serve. High spirits are to be expected and supported - the passion from the community that helped the library successfully transition to self-sufficient funding is and should be reflected in the daily goals and work of library staff and board members alike.

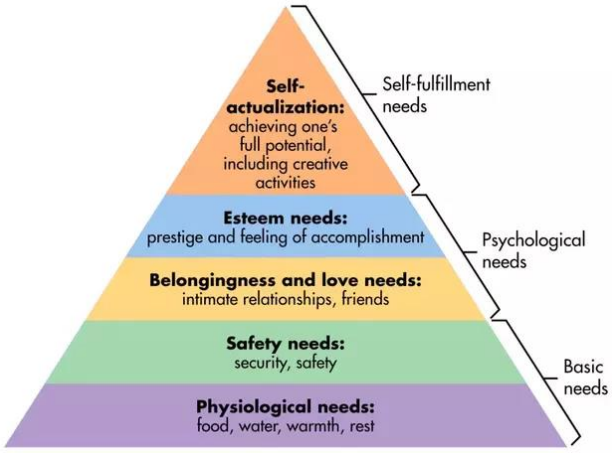
The consultant recommendations in this report come from a pragmatic perspective, with excellent library service to the citizens of Jackson County being the primary lens in which Carson Block Consulting Inc. used to consider options and possibilities.

With a great number of elements in play for the library as it transitions to self-sufficiency, Carson Block Consulting Inc. makes the following recommendations for the library's technology efforts.

2.3.1 Guiding Principle: Stability for Patrons During Transition

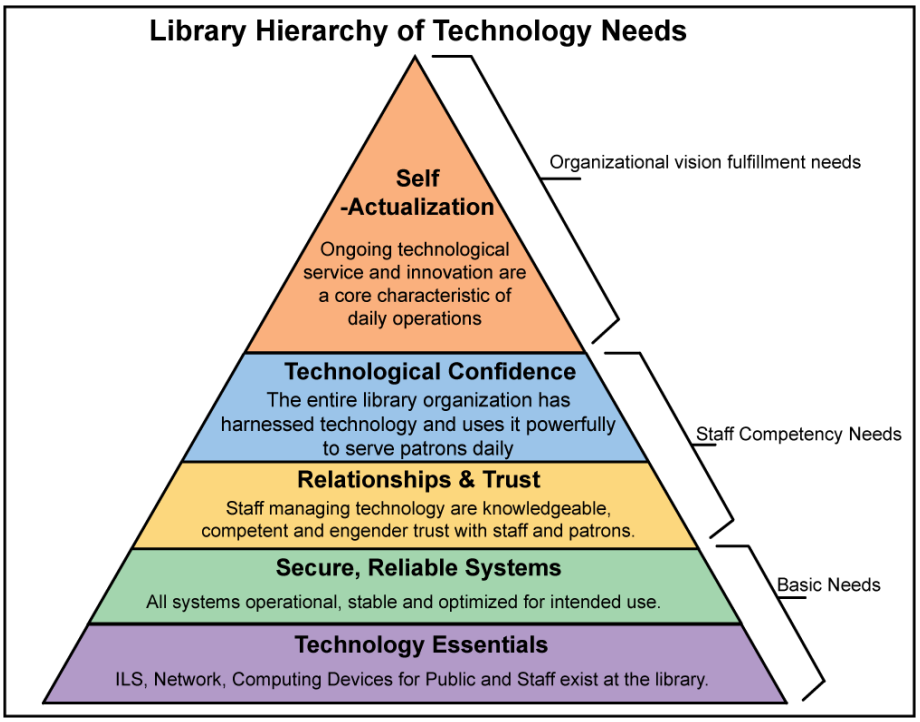
Arguably, the biggest issue the new district faces in its transition to self-reliance is related to staffing. The majority of the library's current staff (all but one - the District Administrator position) are employed by LS&S. While the process for this transition is still in development by the Library Board, this situation places a profound importance on the **stability** of all centralized district resources and internal services. All consultant recommendations are made with the goal of maintaining near-term stability to support excellent patron services while transitions are in play.

We might think of the concept of stability in terms of Maslow's Hierarchy of Needs.



Maslow's Hierarchy of Needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up.[4] It should be noted that each level of need doesn't need to be completely satisfied before a person moves up in the hierarchy, but clearly humans have a difficult time reaching for the state described in the "Self-Actualization" stage when they are struggling to attain basics like food, water and shelter.

Inspired by Maslow's Hierarchy, Carson Block Consulting has created a model, called the **Library Hierarchy of Technology Needs** to help in prioritizing and sequencing technology efforts and applications throughout the library.[5]



As in Maslow's Hierarchy, there is interplay between the levels in the Library Hierarchy of Technology Needs (levels do not need to be 100% accomplished before organizations can successfully move up the hierarchy) but clearly the basic technology needs have to be in good order before higher-level needs such as staff competencies and self-actualization can be successful.

[4] Description and illustration of Maslow's Hierarchy is from https://www.simplypsychology.org/maslow.html and is licensed Creative Commons https://creativecommons.org/licenses/by-nc-nd/3.0/
[5] Library Hierarchy of Technology Needs ©2019 Carson Block

In order for library operations to remain stable throughout all District transitions, the consultant has chosen recommendations that allow the library to be as high as possible on the Library Hierarchy of Technology Needs with the potential for climbing to higher levels over time.

2.3.1.1 Library Vision for Technology

The library has a strong vision for technology; the Jackson County Library District's Three Year Technology Plan (2018 - 2021) states that the JCLD Technology Objective is "to be among the leaders among Oregon library systems in delivering technology solutions and training to our patrons and staff."

In conversations with library leadership, further desires were expressed.

For library **patrons,** aspirations range from public awareness of the technology resources available at the library, fast internet connections in the library, and staff that can answer technology questions or hand off for more complicated problems. One leader envisioned metrics to show the library's effectiveness with patrons:

> *"...that 50% of the patrons surveyed are aware that the library has patron focused technology tools and services. That a large portion (2/3?) of those aware of our services (over age 25?) our library patrons view the library as a source for gaining useful technology expertise.*
> *80% of patrons who take a class by the digital services team rate the experience 4 or 5 on a five-point scale or would recommend to a friend."*

Another spoke to raising expectations of technology performance at the library:

> ***"****Patrons can come to the library and expect a fast internet connection, either on library computers, or on their own devices that connect to the internet via wireless connection. ANY staff a patron encounters can answer basic tech questions, and then seamlessly refer them to other staff for more complicated transactions. I want the library to be a place where patrons can play and encounter new technologies to enhance their daily lives."*

For library **staff**, there is a mix of aspirations. Some cite a need for forward-looking technology planning, bi-lingual staff, and for the customer-facing staff to be aware of technology offered by the library and be able to "at least give an 'elevator speech.'" Others aspire to have staff in possession of the tools and resources necessary to do their jobs and foster an environment where staff is encouraged to learn and play with new technologies so that they are knowledgeable about current technologies so that they can assist patrons with their tech-related questions. For support staff, they have robust

equipment that allows them to perform their essential job duties efficiently - the technology doesn't slow them down.

Library **technology leadership** came up frequently as well, saying that the library needs a technology leader who "... keeps up-to-date on the latest library technology trends and introduces new, relevant technology advances into the library system and drives a forward-looking technology plan. A "digital services staff" that is cross-trained, has at least one member who speaks Spanish, and whose services are valued and sought after throughout the community."

The library has a Technology Committee; members include the LS&S IT Director; a library Board member; the Library Director, Assistant Director for Support Services, District Administrator, and the Library IT Manager. They expressed what "being among the leaders" might look like at Jackson County:

- *Other libraries look to Jackson County Library District - and contact us for help/ideas*
- *Having a patron go out and tell their friends and family about the library solving their problems/having cool stuff*
- *Having technology "infused" throughout the library - and therefore providing excellent customer experiences*
- *Meeting the needs of demographics - right technology for the right demographics*
    - *What other technology opportunities exist in communities throughout the library system?*
    - *Each branch can cultivate its own culture/atmosphere with technology*
        - *Look at Digital Signage roll out for inspiration for flexible implementation methods*
        - *Beware "big branch" vs. "small branch" mentality, don't want to foster this*
        - *Maybe dual piloting of technology services at a big branch and a small branch*
- *Cultivating beneficial partnerships*
- *Demonstrating how to incorporate technology in rural library environments - and with aging demographics*
- *Opportunity to provide after-hours services to rural community through partnerships and technology*

2.3.1.2 Integrated Library System (ILS)

The ILS is arguably the most important business machine in any library. At Jackson County Library Services, it is a particularly hot topic, with considerable complications. While all library stakeholders interviewed by the consultant expressed a high value for the core system (Polaris from Innovative Interfaces Inc.), the management of the system by LS&S -- including access to system functions and features by the library - was not highly praised by library staff and many expressed a desire to move from LS&S to either a different library consortium or to contract directly with III for the library's own installation of Polaris.

Further complicating the issue is the library's relationship with Rogue Community College. The library and RCC are strong partners - collaborating on the ILS to serve the community and RCC students - as well as providing student and staff spaces at the Central Library in Medford. Changes to the ILS will also impact RCC students and staff.

Viewed through the lens of excellent patron services and the need for stability through near-term library transitions, Carson Block Consulting recommends that the library continue to contract with LS&S for ILS services for at least one year (with an option for annual renewal for a period of two additional years). In the contract the library would make a deliberate transition to owning and operating its own ILS system -- or explore other possible opportunities such as joining another consortium or forming its own.

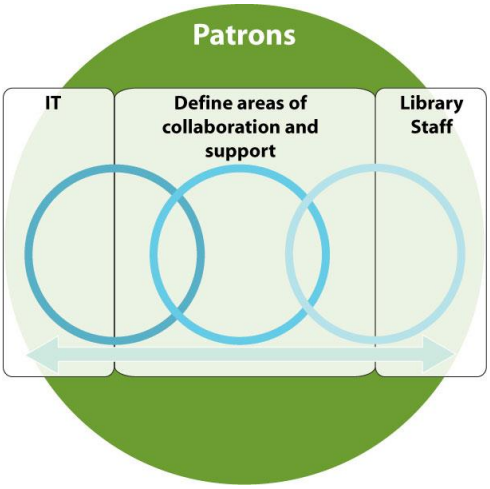
Please note that with an annual contract (with an option for annual renewal) with LS&S the library will have the opportunity to accelerate the ILS transition process if the opportunity arises or extend the relationship with LS&S if more time is needed.

A current proposal from LS&S includes a number of services in addition to the ILS. If LS&S is unable to unbundle ILS services, the library should re-prioritize its approach and prepare for ILS ownership immediately.

Regardless of the ILS direction, the library should consider forming a new internal ILS committee to address operational needs. The library should develop this committee's charter with committee members. Charter elements might include the group helping steer the daily requirements of the ILS and identify strategic considerations for future opportunities and actions. The ILS committee should include internal stakeholders who use the ILS to perform their work (including Collection Management, Technical Services, Circulation, Web and others) as well as representatives from Rogue Community College.

2.3.2 Collaborative Technology Framework

In the near future - after the library hires its own staff -- the consultant recommends it builds upon its strengths to further develop a “Collaborative Technology Framework.”



The strongest technology efforts in libraries come from the collaboration of all library staff in service to the needs of library patrons.

In library technology, patron services are ideally the key driver, but often IT workers are disconnected from the needs of end users, and instead focus their expertise and skills on building, managing and maintaining “back end” systems. This very natural situation often creates disconnects in libraries. The **Collaborative Framework** leverages the power of collaboration to allow for a more diversified approach to technology that:

- Offers deeper levels of technology expertise
- Provides opportunities to harness the skills of more players to provide excellent service
- Creates natural venues for collaboration.

The Collaborative Framework accomplishes this by identifying the primary staff groups and people responsible for technology (end-to-end); articulating points of collaboration; and charts the path for collaboration and staff development. The process plays to the strengths of all staff member roles and increases general library staff mastery and comfort with technology.

> ***Example:*** *In many libraries, front line staff members at all levels often have the first opportunity to spot new and emerging technology needs from patrons, but often do not have a direct connection to the people in the organization (top-level managers, the IT Department, and others) who have the access and skills to create new services and solutions in response to these emerging needs. Likewise, the library’s IT Department often have deep and sometimes under-utilized skills, but not a deep enough awareness of patron and staff needs. The* ***Collaborative Framework*** *creates opportunities for collaboration, learning, and innovation among all staff in service to patron needs.*

2.3.3 Transition Recommendations

Clearly, the library is ready to take greater control of its destiny - technological or otherwise. Carson Block Consulting recommends that the library transition to full technological self-sufficiency in three phases that address basic needs, staff competency needs, and organizational vision fulfillment needs.

Please see the illustrations on the following pages describing the current state and proposed phases.

2.3.3.1 Contingency for Phase 1

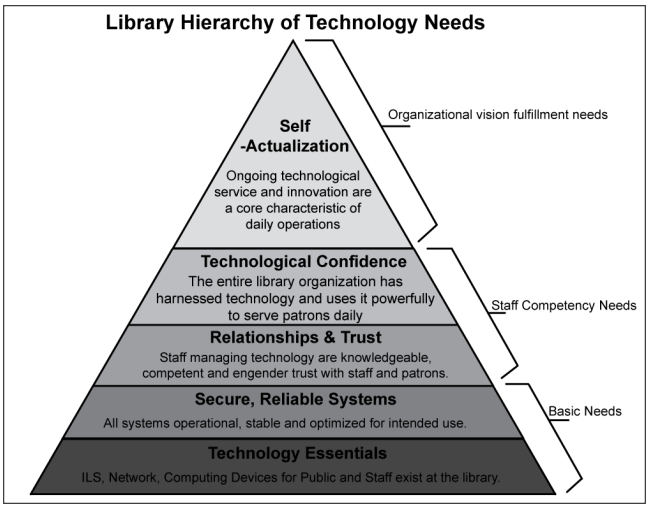
As of the summer of 2019, there are many moving parts in the library's transition, making it necessary to create a contingency plan for Phase 1. The consultant's ILS recommendation for Phase 1 is for the library to continue to contract with LS&S for unbundled ILS Services for at least one year (key dependency: LS&S's willingness to provide ILS services in an unbundled manner with contract terms acceptable to both the library and LS&S).

Due to the timing of migrating to a new ILS, a final contract must be ready for board approval at the October 2019 board meeting. If a mutually-acceptable contract for unbundled ILS services is not complete by the October 2019 board meeting, the consultant recommends that the library prioritize ILS transition immediately by purchasing ILS services directly from a vendor.

It is the consultant's understanding that the library and LS&S are negotiating in good faith for unbundled services as of the completion of this report (late August 2019), allowing for adequate time for an agreement to be made.

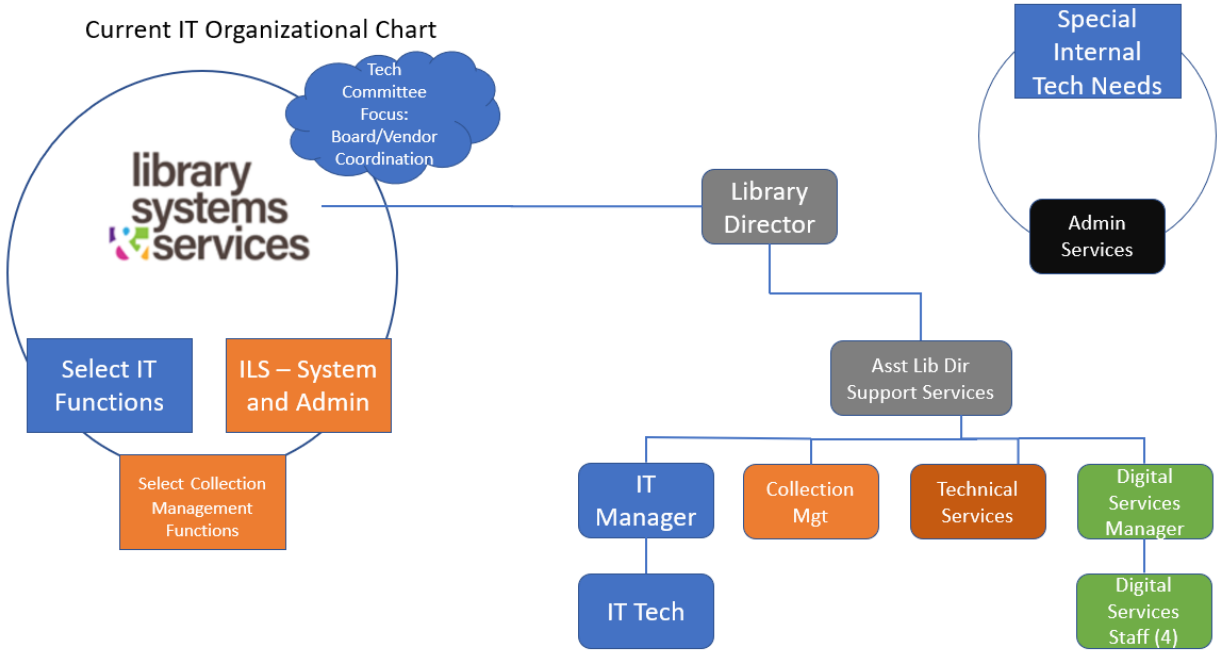
2.3.4 Phases

Current State (through June 2020)

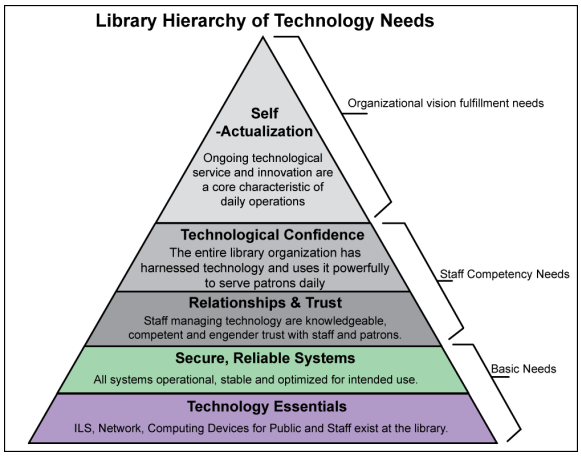


Key Actions:

- Prepare for staff transition
- ILS:
  - Work with LS&S for unbundled contract for ILS services
  - Prepare for contingency plan if agreement is not reached with LS&S for ILS services (e.g. prioritize ILS ownership preparations)



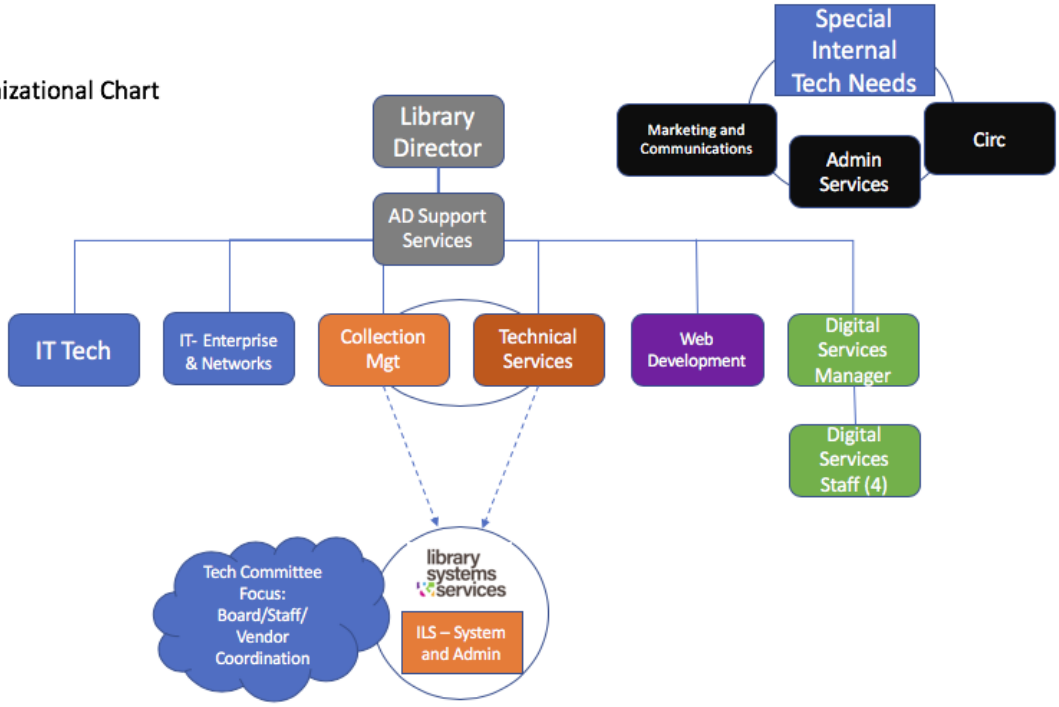
Phase 1: Address Basic Needs



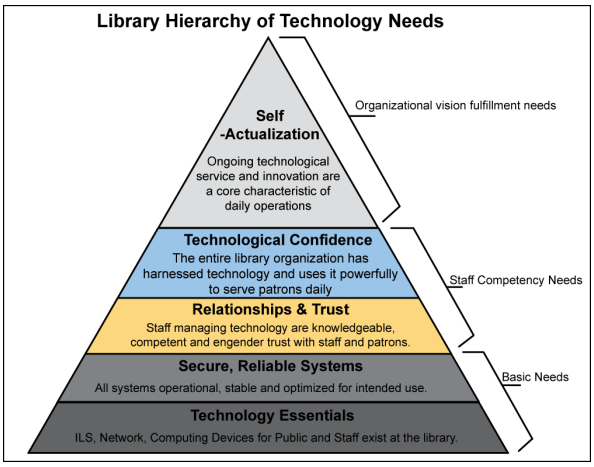
Key Actions:

- ILS:
  - Transition to interim ILS operations (if agreement is reached with LS&S for unbundled services)
  - Contingency: Prepare for ILS ownership and operation (if agreement is not reached with LS&S for unbundled ILS services)
- Suggested IT Tasks
- Organizational Chart Adjustments (please see illustration):

Short-Term IT Organizational Chart

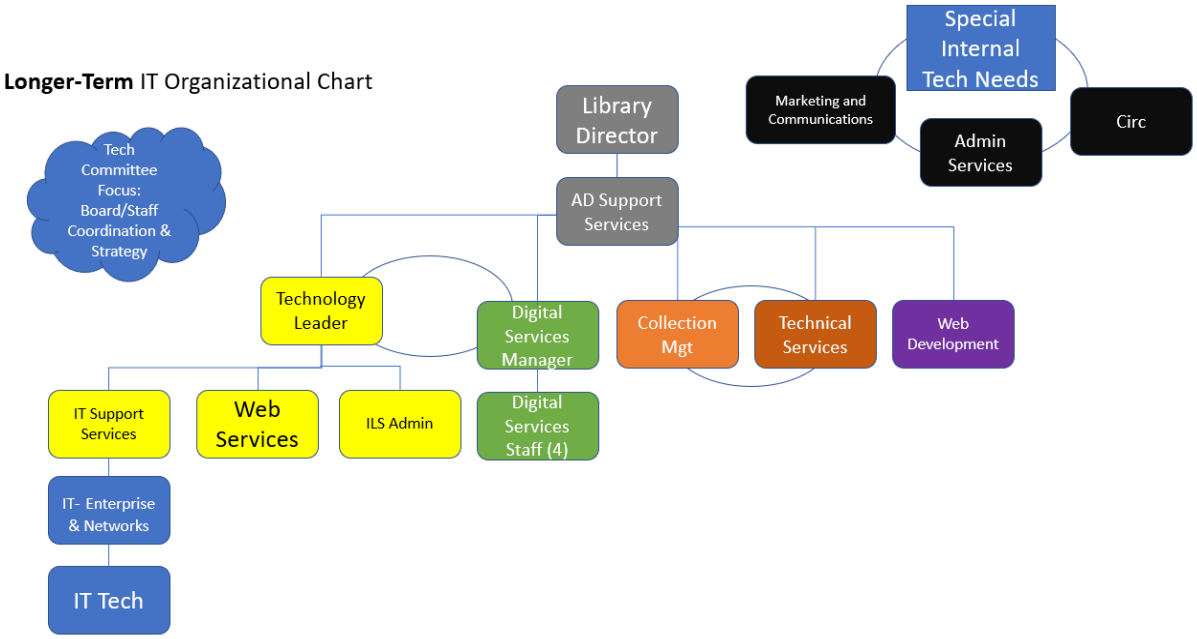


Phase 2: Address Staff Competency Needs

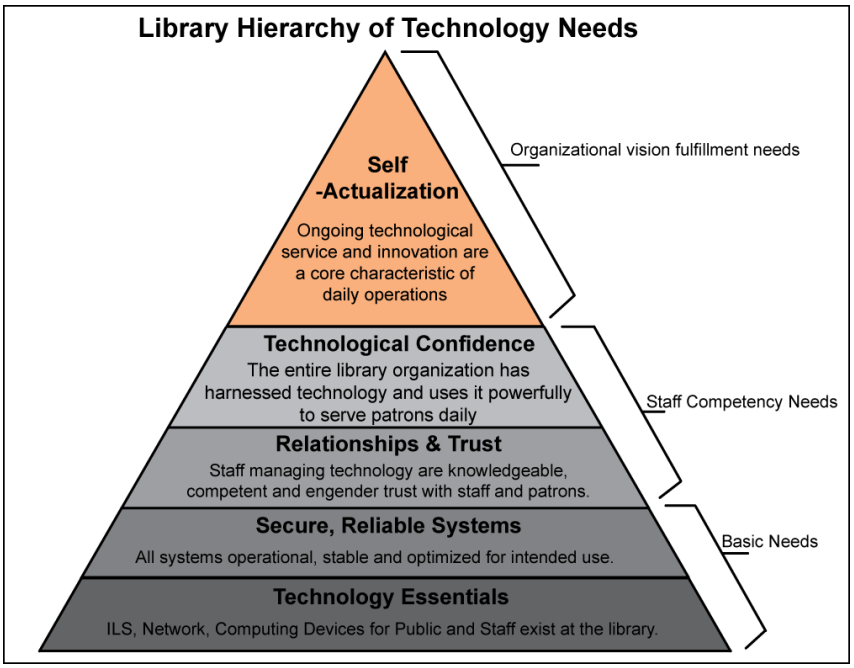


Key Actions:

- Transition ILS to Library District ownership (if it hasn't already done so)
- Organizational Chart Adjustments (please see illustration)
- Build Collaborative Framework
- Suggested IT Tasks



Phase 3: Organizational Vision Fulfillment Needs



Key Action:

Create new Strategic Technology Plan

3 About Jackson County Library Services

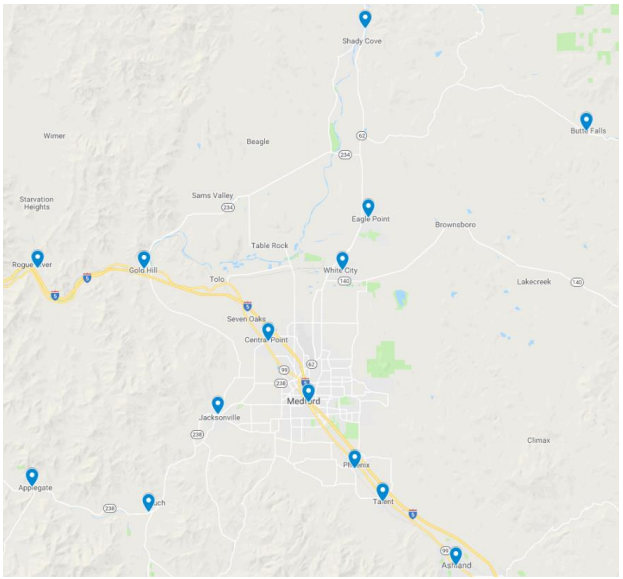
3.1 Library Mission

The mission of the Jackson County Library District is to connect everyone to information, ideas and each other.[7]

3.2 Library Vision

Through the Jackson County Libraries individuals reach their full potential and our communities thrive.[8]

3.3 Description of Jackson County Library Services



"Jackson County Library Services (JCLS) serves the 212,000 residents of Jackson County with 15 branch libraries. The mission of the Jackson County Library District is to connect everyone to information, ideas, and each other. We provide a wide range of children's, teen, and adult physical and electronic resources and collections as well as outreach services, including book talks for elementary and middle school students, services for homebound patrons, and outreach to childcare centers. Our ever-changing calendar of programs and events is diverse, including musical performances, lectures, art exhibits, classes, book groups, story times, and more."[9]

"On May 20, 2014, the voters of Jackson County approved the formation of a Special Library District, breathing new life into our public libraries. With dedicated funding, our public libraries have a promising future and so do our patrons!

[7] Mission statement quoted from the library's website.
[8] Vision statement quoted from the library's website.
[9] About Us quoted from the library's website.

The Jackson County Library District is an independent unit of local government dedicated to library operations in Jackson County.

The District is governed by an independent, unpaid volunteer Board of Directors elected by the local community."[10]

District Administrator Lisa Marston shared the following synopsis of the library's history:

- Jackson County Library Services was originally a department of Jackson County, Oregon.
- Due to funding shortfalls and reprioritization of public services, Jackson County closed the libraries in April 2007, laying off all the employees.
- Jackson County reopened the libraries in October 2007, after signing a contract with a private company (Library Systems & Services, then called LSSI) to operate the libraries. Approximately 2/3 of the former County staff were hired by LSSI.
- Jackson County voters approved a Library District in May 2014 to provide permanent tax funding for the 15 public library branches in Jackson County.
- Jackson County continued administering the libraries for the first year, until the new Library District got its bearings.
- Effective July 1, 2015, the newly elected Board of Directors signed its own contract with LSSI (now known as LS&S). That contract expires June 30, 2020.

3.4 Library Environment

Simply put, Jackson County Library Services is a library in transition. With voter-approved funding increases, the library is actively charting its own path into the future. In the midst of these changes, there are many moving parts - and the library will continue to be in a state of change for the next several years as it transitions.

In the midst of this change, a key objective is to keep library services and materials as stable as possible for library patrons. Thus, the Library Hierarchy of Technology Needs is a leading concept helping to guide the recommendations in this plan.

Overall, staff interviewed by the consultant were weary from recent leadership changes but voiced a great deal of support for Library Director Kari May -- and have been positive and upbeat about possibilities for the future.

[10] Quoted from the library's website.

4 Summary of Technology Assessment

In mid-2019, the consultant performed an assessment of library technology efforts and technology-related staff to help inform the recommendations in this document. As part of assessment activities, library leadership staff completed a library technology survey prior to the consultant's visit. The survey, interviews and focus groups explore the essential elements of the library's past and current technology efforts including aspirations, services, hardware and software, patron needs, staff approaches and more.

4.1 Key Findings by Area

4.1.1 General

The Library IT Department is operating under a current Strategic Technology Plan (in year 2 of 3) and is diligently working through the plan and staying on track. This plan is a "rolling" plan and has been updated to 2019-2022. Highlights of the current plan include:

- Adding Library of Things (laptops, Chromebooks, ereaders)
- Mobile SparkSpaces (makerspace and STEM kits)
- Updating meeting rooms with technology for conferencing/meetings
- Integrating technology items with the library's strategic plan to accomplish goals through technology

4.1.2 LS&S

As well as providing staffing for the library under its current contract, LS&S provides core technology services to support library operations. To provide guidance for technology efforts, an LS&S staff member is part of the library's Technology Committee, which also includes members from the library board, library management and staff.

4.1.2.1 Library IT Services

library systems services	library systems services & Jackson County Library Services	Jackson County Library Services	Notes
LS&S	**LS&S + Library Assisted**	**Library**	
IT Staff			(2) IT staff positions
ILS (Polaris)	x		Part of multi-library consortium of all LS&S Customers
Web interface (as related to ILS functions)			
Collection Management Services	x		
Helpdesk	x		
Erate Assistance			Provided by LS&S via TechEd
Email			
LS&S Intranet			LS&S system-wide
		Staff Intranet	Library Staff intranet
		Web Site	All non-ILS functions, including Bibliocore
		Technology Equipment	All hardware and software is owned by the library
		Gap Support	IT support not dispatched through the LS&S Help Desk
		Data Network	Library manages vendor: Hunter Communications
		VOIP	Library manages telephone services vendor: TouchPoint Networks

In terms of the ILS, LS&S offers services that are much like ILS consortiums (such as sharing a core system), but there are key differences as well. In many other consortiums, the common factor among participating libraries might be geography (such as a region); political boundaries (such as a county or state) or type of library (such as public or academic). LS&S also runs two separate iterations of Polaris, one for the catalog, and one for Acquisitions.

The IT Staff at the library try to perform as much work "locally" as possible; LS&S uses a Spiceworks-based ticketing system. Some staff do not use the ticketing system because they feel the system is cumbersome to use.

The consultant found LS&S's IT Director Greg Vogt to be knowledgeable, skilled and thoughtful. Highlights from a conversation between the consultant and Mr. Vogt:

- Mr. Vogt noted the complexities and work involved in ILS system migration, and hopes for "...a smooth transition for the library" should the library decide to migrate away from LS&S services.
- The majority of clients of LS&S are smaller systems (most are 5-7 branches)
- Mr. Vogt noted that the library has been a good LS&S customer: "They innovate and move beyond the status quo."
- Mr. Vogt estimates that LS&S provides services at around 50-60% of what Polaris would charge the library individually
- Mr. Vogt said he feels that the library is ready and capable to take leadership of its technology efforts.

4.1.3 Enterprise Technology

4.1.3.1 Data Network and Internet Connection

The library upgraded its core data network in 2015 following a robust e-rate procurement process. It was at this time the District contracted with Hunter Communications for ISP and other network services. The library's internet connection is via a Fiber Optic Circuit. The library reports that they are satisfied with the ISP's customer service responsiveness, the speed of their internet connection, and Hunter's support for increased speeds. The library has access to bandwidth usage statistics.

The respondents note their connection speed ranges between 100mbps (most branches) to 1Gbps (Ashland) which they feel is fast. The internet connection is regarded as always reliable and hasn't been down since the first respondent started at the library. If there are internet connection problems, they happen at random times.

The library's internet sees the heaviest usage in the afternoons all seven days of the week, though the first respondent notes that it does vary from branch to branch because their hours of operation are different.

Patron and staff computers at Jackson County Library are on separate networks. 542 devices are served by the internet connection provided by the library at 15 different branches.

4.1.3.2 Wired Network

With recent upgrades, the library's wired network is performing well and supports the data needs of library computers for patrons and staff. There are enough wired connections for all computers and devices, and the existing network is scalable and expandable for future changes in usage. The library does have access to statistics for the wired network. The library uses methods to manage its bandwidth to provide fast and reliable connections for users.

4.1.3.3 Wireless Network

The existing WiFi bandwidth covers the needs of the library's computers and devices. It covers the physical space of the libraries adequately for patron and staff usage. There is no ability to create a "heatmap" of WiFi coverage. There are no physical restrictions on the placement of WiFi Access Points in the libraries. The current wireless network is scalable to expand for future needs. The library does have access to usage statistics for wireless networks.

4.1.4 Radio Frequency Identification (RFID)

The library does not use RFID technology for circulation of physical materials, and there is no current plan to convert to RFID in the near future.

4.1.5 Website

All respondents to the pre-visit survey reported they are satisfied with the content of the website. Two are satisfied with the ease of navigation, and one is satisfied with the ease of updating and management.

The library currently uses LibApps "which is very limited in its functionality" while the website platform is under review. The website offers the following features:

- Search for physical library books and media (catalog);
- Search, browse and access E-sources (E-books, music, audiobooks, other downloadables);

- Place holds/reserve on books and materials;
- Get general information (hours, locations, etc.);
- Use electronic subscription e-sources/databases;
- Obtain information regarding Library Policies, Governing Board, etc.;
- Make a meeting room reservation;
- Find out about events, classes;
- Learn about library services;
- Contact the library; and
- Pay fines and fees with a credit card.

4.1.6 Telephony

Within the past year, the library has moved to a VOIP phone system.

4.2 Patron-Centered Technology

4.2.1 Computers

Desktop computers are a vital part of the library's technology offerings to patrons. In some library locations there are adequate devices to meet patron demand, while in others patrons may need to wait 20 minutes or more during peak use times. Patron technologies do generally perform as expected all or most of the time.

4.2.2 Lending Devices

Jackson County currently lends out laptops for in-library use and will soon be lending Chromebooks and tablets. The library does lend out Kindles for use outside the library.

4.2.3 Patron Tech Spaces

With a library system the size of Jackson County Library Services, there is a natural range of how well the physical space supports patron technology use. In the locations toured by the consultant, the library had made effective efforts to provide patron comfort and convenience, including comfortable seating, good workspaces, and access to power.

There is no designated public computer lab, nor is there adequate space at computing stations for patrons' items. There are no collaborative computing spaces in the library. Public computer workstations are ADA compliant, but there are no computers to assist those with visual, auditory, or physical impairments.

4.2.4 Computer Management

The library uses Envisionware for session management on patron access computers. The library does keep computer usage statistics for public use stations. The library uses imaging services to manage patron PCs and uses remote management to troubleshoot and upgrade.

4.2.5 Children's Technology

The library features special computers for use by children at some branches. The children's area doesn't have spaces for collaborative computing for caregivers and children, however, they do have space for adult caregivers to work while supervising children in their care. The children's area provides supervised access to new technologies.

4.2.6 Audio/Visual (A/V) & Media Systems

Jackson County Library plans to have hearing loops (a special type of sound system for use by people with telecoil hearing aids) in some public meeting rooms. The current A/V equipment in meeting and study rooms is not meeting patron needs, though they are planning to update technologies and implement presentation capabilities. The library plans to have the ability to hold teleconferences or meetings in its meeting rooms. The library plans to have a/v and media recording and editing capabilities available for patron use.

4.2.7 Digital Display

The library currently has a digital signage system to display library news or programming. They do not and don't plan to have a TV to display breaking news, weather, or local events.

4.2.8 Library Access Technology

The library does provide Patron Access Catalogs for lookup of library materials, in many cases wisely getting more life from older computer workstations by using them for PAC services.

The library uses a mix of self-check stations, including vendor-built and library-built (with the Polaris ILS interface in Express Mode). Self-check use statistics indicate low use (10-12% system-wide, 15-20% at Ashland). In some locations observed by the consultant, the location and access to self-service options could be improved to offer patrons equally excellent options for either self-service or service from staff. Self-service might be considered a somewhat novel concept locally (for instance, Oregon law does not allow for self-service gasoline stations) so the library may need to find ways to promote self-check as a viable option for those wishing to use it.

The library does not use Radio Frequency Identification (RFID) technology for its physical collections. There are no plans to have an Automated Materials Handler. The library does plan to have a mobile app option for catalog and patron account access and other functions.

4.2.9 Emerging Technology

For on-site programming, the library is developing a **Library of Things** and would like to further expand their Spark Spaces. Jackson County Library currently checks out hotspots and Kindles for patron use away from the library and is looking to expand the service into musical instruments or things like sewing machines. Other desires include mobile STEM and marketing kits; tablets with ILS access to issue library cards at events; and additional, to-be-determined technology for Homebound that would aid those in need.

The **hotspots** program has been somewhat a victim of its own success, with the service proving popular among patrons throughout the library system. The library has two different cell providers (Verizon and US Cellular) to ensure coverage throughout the library's service area, but the data allotted to each circulating hotspot monthly is used quickly. In addition, the library reported some challenges in working with the cell providers to help manage the devices (with one provider having more powerful back-end management tools than the other) and generally with response time when any technical issues with the hotspots are reported.

The **Kindle Loans** program has been successful, with constant holds on available devices, few support requests, and devices begin returned in good shape after patron use. The library is making efforts to add additional content (including from independent publishers and self-published content) and making efforts to improve the holds process (it has some complications) and adding additional devices.

The library has developed a "maker" area aimed at teens called the **Spark Space** at the **Central Point** and **White City Libraries**, and the library would like to expand the Spark Space to other branches.

The consultant toured the Spark Space at the Central Point library, which includes space for collaboration; four digital technology stations; three internet/gaming PCs; mobile equipment for in-library use and plans to provide a separate network connection (especially important for gaming) soon. Staff have reported that having library staff close to the area to assist teens and to supervise has been an effective approach, offering many opportunities for teaching, learning and sharing. Unsurprisingly the space sees the most use after school hours on weekdays as well as weekends.

Design of the Central Point Library Spark Space was led by the former branch manager, who involved teens in the process.

For the future, staff are planning to add more power outlets and charging stations around the area, and the large-screen monitor will soon have screen-cast capability (another benefit of the network change coming to the Spark Space). In the future, staff would like to offer audio and video creation opportunities, including a green screen and capture equipment (including cameras and microphones).

4.2.10 Integrated Library System

Jackson County Library uses Polaris as their preferred ILS. The system is provided to the library by LS&S as the enterprise ILS offered to all its customers.

In a sense, LS&S ILS services are a consortium (a “Quasi Consortium”), with the members being the various kinds and sized libraries that the company contracts with across the country.

Jackson County Library Services participate on two types of consortiums: A "Quasi" consortium as part of the LS&S Collective and in partnership with Rogue Community College, providing access to its collection. The library shares space for use by RCC at the Medford Library.

Support for troubleshooting ILS software currently comes from LS&S. There are no plans to change the ILS system in the near future. The ILS is hosted off-site. There are enough licenses for all staff to access the ILS as needed.

All staff interviewed by the consultant were happy with the functionality and features of the Polaris system; equally strong among those interviewed was unhappiness with the way the Polaris system is administered by LS&S.

For Jackson County Library Services, the ILS as provided by LS&S is only partially effective in meeting library requirements. In response, LS&S is making some improvements in key areas. The issues were discussed in great detail throughout the assessment period.

4.3 Staff Technology

This section contains assessment of technology provided to library staff to help perform their duties.

4.3.1 Technology Confidence

In a pre-visit survey, three respondents were asked to rank where they felt staff confidence with various technologies ranked. Below are three very different perspectives on how well non-IT staff at Jackson County Library handle different technologies in the library.

Respondent #1		
Not Confident	Confident	Very Confident
- Word processing and general Office software - Media creation software - Using and assisting patrons with troubleshooting for tablets, eReaders, and other devices - Troubleshooting minor technology problems with the library's computers - Assisting patrons with eGov services	- Using the ILS - PCs and Internet browsing - Printing, scanning, and faxing - Assisting patrons with printing, scanning, and faxing - Helping patrons connect to the library's WiFi	

Respondent #2		
Not Confident	Confident	Very Confident
- Media creation software - Troubleshooting minor technology problems with the library's computers - Helping patrons connect to the library's WiFi - Assisting patrons with eGov services	- PCs and Internet browsing - Word processing and general Office software - Printing, scanning, and faxing - Assisting patrons with printing, scanning, and faxing - Using and assisting patrons with troubleshooting for tablets, eReaders, and other	- Using the ILS

Respondent #3		
Not Confident	Confident	Very Confident
- Media creation software	- Using and assisting patrons with troubleshooting for tablets, eReaders, and other - Assisting patrons with eGov services	- Using the ILS - PCs and Internet browsing - Word processing and general Office software - Printing, scanning, and faxing - Assisting patrons with printing, scanning, and faxing - Troubleshooting minor technology problems with the library's computers - Helping patrons connect to the library's WiFi

4.3.2 Devices

The library currently has enough computers and other devices for staff to perform their work, and those devices are typically reliable. There are enough existing printers/scanners/photocopiers as well as phones for use by staff. Other machines needed by staff to fulfill their work requirements include tablets with scanners, Bluetooth receipt printers, and laptops.

4.3.3 Software

The office software in use by staff is sufficient for work needs, and there is software in use for sharing and collaboration by staff. One respondent shared that there are files on Share Drive, others on Google Drive, and some in Dropbox. There is offsite access to work or email for staff.

4.4 Library Branches

4.4.1 IT Spaces

The libraries have existing building space dedicated to IT functions. The spaces provide adequate temperature, static, and power controls, and have room to expand if necessary.

4.4.2 People/Gate Counters

The library currently uses people or gate counters, which are in the process of being moved to the front entrance of each branch. Some of them are currently inside the lobby and don't account for people using other spaces including exterior meeting rooms. The first respondent says they have various types including Walker Wireless, TrafSys, and Total Counter. The library is investigating new people counters, which would include thermal imaging, and allow the library to have a single solution for all locations and the potential for centralized statistics.

4.4.3 Technology Dreams

In the course of assessment activities, library staff shared their dreams for technology in terms of improving current services and creating new services. Dreams expressed are listed here and may be used by the library as a basis for the next round of technology planning.

- *If technology could help with scheduling, reporting, or metrics, and tracking overlap with Outreach*
- *Moving IT from reactive to proactive, patron-driven services*
- *Nearby places/schools serve as "Makerspaces", so library is trying to serve as more of an "idea incubator" and sparking curiosity in younger patrons (elementary/middle school; perhaps rotating "kits" from different branches - 3 months in one spot, move on)*
- *Hologram - interactive signage with holograms - just something cool to draw people in*
    - *A smaller dream, but possibly more likely to implement is digital exterior signage at some branches*
- *Smart building (energy sustainability) - "leader in the community and proactive in creating better environmental responsibility"*
    - *Solar panels for generating own energy*
    - *Smart windows to generate energy*
    - *Raspberry Pi for informational "screen" for walk-ups after hours*
    - *Respecting individual library's environment and values*
- *Game lab*
    - *Games effect on pop culture is incredible - game room packed at Comic Con*
    - *Want to have "history of gaming"*
    - *Possibly mobile labs of gaming equipment*
- *Own our ILS*
- *Centralized and standardized PC management/rules (every branch has own rules)*
- *Improve technology in meeting rooms*
- *More loanable technology devices*
- *Technological autonomy*

4.5 Library Technology Staff

The library has two staff members in the IT Department, but the actual number of library staff with technology as part of their duties is greater. A number of other staff have technology responsibilities as part of their jobs (please see 'Library Staff" section below).

IT staff members (1 manager and 1 technician) are scheduled with staggered schedules to cover desktop support hours Monday - Saturday. ILS support is provided mostly through LS&S staff offsite.

4.5.1 Accomplishments and Challenges

Accomplishments include:

- Creation of STEM maker spaces (called Spark Space) at two branches
- Creation of a technology planning team
- Formation of the Library of Things
- Replacement cycle - most of the library's technology equipment is less than five years old.

A major challenge noted has been the overall turnover in leadership. A lack of success metrics for projects and communication between staff are also noted as challenges the library has recently faced. One respondent notes that "Moving past 'no, it can't be done'," has been a challenge.

4.5.2 Determining Needs

Technology priority comes first from patron and public usability, then staff needs. The ticketing system is used to allow the IT team to set priorities. Project work is third. There is scheduled time for short- or long-range project planning.

The IT Department often relies on "word of mouth" for determining technology needs for patrons but are hoping to have surveys soon. EDGE assessments and OLA standards are also in place, as well as feedback from the Technology Committee.

Technology needs for staff are determined by a survey sent out annually, a regular replacement cycle, and talking with staff in person about their needs.

4.5.3 Technology Management Tools

The library IT Department uses the following tools to help manage technology: IT Help Desk software; Automated/Centralized anti-malware; Automated/Centralized patch management; Automated/Centralized configuration management; Automated/Centralized hardware inventory.

Time Allotment

In the pre-visit survey, three respondents were asked to rank where they felt IT staff as a department spend their time in one year. Two respondents seem more or less to agree, with the third respondent having a very different perspective.

Respondent #1		
No Time	Little Time	Some Time
- ILS configuration and support - Continuing Education – formal - Researching applicable current or emerging technologies - Formally connecting with technology or library colleagues outside (i.e. conferences) - Informally connecting with technology or library colleagues outside - Working with other library staff (non-IT) on project or services ideas involving technology - Other	- Mobile Computing Support - Peripheral Support (printers, scanners, etc.) - Continuing Education – Informal - Project Planning	- Desktop Support – patron computers - Desktop Support – staff computers - Network Support (Wired) - Network Support (Wireless) - Server Support

Respondent #2		
No Time	Little Time	Some Time
- Continuing Education – formal - Researching applicable current or emerging technologies - Project Planning - Formally connecting with technology or library colleagues outside (i.e. conferences) - Informally connecting with technology or library colleagues outside	- ILS configuration and support - Mobile Computing Support - Network Support (Wired) - Network Support (Wireless) - Server Support - Continuing Education – Informal - Working with other library staff (non-IT) on project or services ideas involving technology	- Desktop Support – patron computers - Desktop Support – staff computers - Peripheral Support (printers, scanners, etc.)

Respondent #3		
No Time	Little Time	Some Time
- Continuing Education – formal - Formally connecting with technology or library colleagues outside (i.e. conferences)	- ILS configuration and support - Continuing Education – Informal	- Desktop Support – patron computers - Desktop Support – staff computers - Mobile Computing Support - Peripheral Support (printers, scanners, etc.) - Network Support (Wired) - Network Support (Wireless) - Server Support - Researching applicable current or emerging technologies - Project Planning - Informally connecting with technology or library colleagues outside - Working with other library staff (non-IT) on project or services ideas involving technology

4.5.4 Communication

Two respondents noted that communication between staff and IT needs improvement, and another classified it as “mediocre”. IT often only speaks with one person or doesn’t communicate with staff effectively, while staff neglect the ticketing and prioritizing software and instead use emails or the intranet to communicate.

4.5.5 Areas for IT Staff Improvement

Although the IT staff are held in high esteem by most library staff interviewed by the consultant, there were areas of concerns expressed, including knowledge of modern library technology (in the context of exploring new ideas) and the capabilities for current library systems.

> *“I'm concerned about the level of knowledge or lack thereof, of our IT staff. ‘No, it can't be done’ is a frequent response, when I know for a fact that it can be. Staff is resistant to change and often unaware of current functionality within our software tools.”*

> *“The Technology Plan includes the bold technology objective ‘To be among the leaders among Oregon library systems in delivering technology solutions and training to our patrons and staff.’ I think we are hit-and-miss in our ability to meet this objective, and part of the challenge is that our staff, including our IT team, is not fully aware of what other Oregon libraries are doing.”*

4.5.6 Description of Library Staff - Non-IT

4.5.6.1 Digital Services Team

Notable at Jackson County Library Services is the Digital Services Team, which addresses a gap (between patron tech needs and staff skills to meet those needs) present in many libraries throughout the county. The Digital Services Team (DST) provides patron support and management of loanable technology items. It is currently staffed by 1 manager and 4 technicians.

4.5.6.2 Marketing Team

Also notable at Jackson County Library Services is the Marketing Team, which requires a high level of specific technology support tailored to their needs.

Technology gaps identified by the Marketing Team

- Need to improve transparency and trust in sharing (file sharing, info sharing, etc.)
- Require remote document sharing + access

- Website overdue for a redesign (saying Springshare designed for academic sites - and is not user-friendly for public library needs)
- Need increase in tech comfort and mastery - particularly in new staff hires and in technology learning opportunities for patrons

Technology dreams from the Marketing Team include:

- Improved engagement with patrons via social media
- Web-based collaboration tools (like #slack, SharePoint, etc.) for use with internal (library staff) customers and external collaborators.
- Digital signage everywhere (the team is ready to push content) - and migrate away from so much paper-based marketing materials (to reduce clutter/cleanup requirements)
- Website improvements that would help with integration with posters/calendar/events/digital signage
- Opportunities for audio content creation
    - Soundproof booth
    - Podcasting equipment
- Workflow abilities that would be useful for marketing:
    - When creating a calendar event identify a search term or keyword to display books related to that event
    - Integrated poster feature - few clicks to isolate events at a location or theme and send poster to relevant parties

4.5.6.3 Outreach

Although not related to technology, Jackson County Library Services has a strong outreach presence. From a consultant discussion with the library technology committee:

"The **Outreach Department** addresses the geographical spaces between library buildings, fairly advanced and well-organized Outreach department. Is there an opportunity for technology in Outreach that would be worth exploring?"

Possibilities voiced include:

- The library has started a project to bring devices to Outreach, started with Android, moving toward collections on Kindles
- A dream of having a mobile lab in a bus for pop up events around the area has been discussed
- Developing STEM kits to bring to schools (inspired by STEM kids Utah)
- Staff good about helping spread the word at community events and taking mobile tech to sign people up for library cards

- Thinking of recording and posting to YouTube or local television showing story times (or adult programs) as Outreach - marketing team having relationships with preschools and having story times

4.6 General

Some of the groups and individuals the consultant spoke with said that some library staff struggle with technology implementation (note: the library actively addresses this struggle via the Digital Services Team). The challenges take various forms, including staff knowledge/comfort with technology; a desire for structured and deliberate technology training; and willingness to learn and use new technologies. Some of the struggles are attributed to the great changes the library district has been going through in recent years.

4.7 Partner: Rogue Community College

The partnership between the library and Rogue Community College is strong and worthy of developing further. During his site visit, the consultant met with Robert Felthousen - Library Department Chair (with RCC since 2003) and Cessa Vichi - RCC Library Circulation Services Coordinator (13 years with RCC, 12 years before with similar system).

The library and RCC were in the process of remodeling shared space at the Medford Library, where the partners host a learning commons for students. The remodel includes converting cubicle areas to shelving for materials; changing the classification system from Dewey to Library of Congress (LC); and providing tables and other furnishings that can be moved by students as needed.

The relationship is prized between by both partners, with RCC staff noting that many issues have been explored to create the current positive and productive relationship. The arrangement includes support for three networks in the library building (RCC, Library, Southern Oregon University SOU) which helps meet growing bandwidth needs.

Some challenges and gaps were noted, including:

- Problems come with differences in records, and in upgrades (Ex. LS&S stripped info from some records which was needed, and some upgrades came with no input asked for or given)
- RCC would value the opportunity to be more involved in ILS discussion and direction - the RCC team would be willing to serve on an ILS working group to assist with coordination of needs and efforts
- LS&S doesn't have a Technical Services Department - volunteers and a few staff oversee batch

records coming in, item records half-made, they just scan them in and get them on the shelf
- LS&S -- “When you are supporting the nation it can be a little slow to get what you need locally”
    - Site-specific processes - PAC registration with responsibility statement - not served yet (request put in before Spring Break)
- CB suggests a “low impact ILS committee” to give RCC and the library a shared venue to move forward in sync

Oregon State Library Report 2019

1.00	**General Information**	2,017	2,018	2,019	
1.01	Official name of library	Jackson County Library Services	Jackson County Library Services	Jackson County Library Services	
1.02	Street address	205 S Central Ave	205 S Central Ave	206 S Central Ave	
1.03	City	Medford	Medford	Medford	
1.04	Zip	97,501	97,501	97,502	
1.05	Mailing address	205 S Central Ave	205 S Central Ave	206 S Central Ave	
1.06	City	Medford	Medford	Medford	
1.07	Zip	97,501	97,501	97,502	
1.08	County	Jackson	Jackson	Jackson	
1.09	Phone Number (no dashes or parentheses)	541-774-8673	541-774-8673	541-774-8674	
1.10	Cooperative System	None	None	None	
1.11	Boundary change?	No	No	No	
1.12	Congressional District	2	2	3	
1.13	Moved or expanded branches)	No	No	No	
1.14	Central Library	1	1	1	
1.15	Branches	14	14	14	
1.16	Bookmobiles	0	0	0	
1.17	Other public service outlets	0	0	0	
1.18	Number of registered users	73,742	138,952	137,373	
1.19	Number of newly registered users added			8,832	New question FY19 taken from Patron Summary-New Patrons tab
2.00	**Library Staff**				
2.01	Number of librarians with ALA/MLIS	11	14	15	
2.02	Number of other persons holding the title of librarian	2	3	4	
2.03	Total librarians in FTE (2.1 and 2.2)	13	17	19	
2.04	Number of all other paid FTE staff	57	61	64	1 district and 63.56 FTE
2.05	Total paid staff in FTE (2.3 and 2.4)	70	78	83	
3.00	**Library Revenue**				
3.01	City	0	0	0	
3.02	County	0	0	0	
3.03	District	9,521,991	10,033,472	10,414,595	
3.04	Total local government (3.1, 3.2 and 3.3)	9,521,991	10,033,472	10,414,595	
3.05	State government resources	33,568	34,868	34,951	
3.06	LSTA grants	0	0	0	
3.07	E-rate telecommunications discount	128,093	106,750	106,104	
3.08	Other federal funds	0		0	
3.09	Federal government revenue (3.6, 3.7 and 3.8)	128,093	106,750	106,104	
3.10	Other Operating Revenue	418,773	1,074,720	973,134	
3.11	Total library operating revenue (3.4, 3.5, 3.9 and 3.10)	10,102,425	11,249,810	11,528,784	
3.12	Local government capital revenue	0	0	0	
3.13	State government capital revenue	0	0	0	
3.14	Federal government capital revenue	0	0	0	
3.15	Other capital revenue	0	0	0	
3.16	Total capital revenue (3.12, 3.13, 3.14 and 3.15)	0	0	0	
4.00	**Library Expenditures**				
4.01	Salaries and wages	2,333,565	2,721,706	2,891,777	Includes District & LS&S
4.02	Employee benefits	708,141	909,071	1,004,560	Includes District & LS&S
4.03	Total staff expenditures (4.1 and 4.2)	3,041,707	3,630,777	3,896,337	
4.04	Books and other printed materials	489,127	557,552	637,818	
4.05	Periodicals and other serial subscriptions	49,165	39,953	39,946	
4.06	Total expenditure on print materials (4.4 and 4.5)	538,292	597,505	677,764	
4.07	Electronic materials expenditures	126,759	214,634	378,470	
4.08	Other materials expenditures	158,843	34,995	139,751	
4.09	Total expeditures on collection (4.6, 4.7, 4.8)	823,894	847,133	1,195,985	
4.10	All other operating expenditures	3,794,494	3,862,625	4,263,613	
4.11	Total library expenditures (4.3, 4.9 and 4.10)	7,660,095	8,340,535	9,355,935	
4.12	Library construction and related expenditures	0	0	20,421	Office space
4.13	Capital equipment expenditures	0	0	56,018	VoIP Phones and Service
4.14	Other capital outlay	0	426,518	39,375	HVAC Medford & Ashland
4.15	Total capital outlay (4.12, 4.13 and 4.14)	0	426,518	115,814	
5.00	**Library Collections**				
5.01	Number of physical units (books and other print materials)	494,771	452,152	359,735	

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5.02	Number of physical united added (books and other print materials)	38,114	26,891	32,358	
5.03	Number of physical units (cassettes, records, compact discs, etc.)	33,315	32,223	31,865	
5.04	Number of physical units added (cassettes, records, compact discs, etc.)	2,962	2,404	3,085	
5.05	Number of physical units (DVDs, Blue-Ray)	28,878	24,784	30,432	
5.06	Number of physical units added (DVDs, Blue-Ray)	5,521	4,043	6,895	
5.07	Number of subscriptions (serials)	1,079	936	1,064	
5.08	Number of subscriptions added (serials)	2	44	60	
5.09	Number of physical units (other library materials)	0	936	11,058	Added: Non-cat, LoT, Kits, Toys, Puppets, etc
5.10	Number of physical units added (other library materials)	0	4	10,122	
5.11	Total number of physical units (5.1, 5.3, 5.5, 5.7, 5.9)	558,043	511,031	434,154	System-wide weeding projects
5.12	Total number of physical units added (5.2, 5.4, 5.6, 5.8, 5.10)	46,599	33,386	52,520	
5.13	Number of e-book units (Library2Go statewide listed here)	41,148	45,061	48,591	
5.14	Number of e-book units added (Library2Go statewide listed here)	6,309	5,554	6,887	
5.15	Number of locally owned e-book units (Library2Go)	192,664	810	2,022	
5.16	Number of locally owned e-book units added (Library2Go)	98,629	259	1,228	
5.17	Total units of e-books (5.13 and 5.15)	233,812	45,871	50,613	
5.18	Total units of e-books added (5.14 and 5.16)	104,938	5,813	8,115	
5.19	Number of downloadable audio units (Library2Go statewide listed here)	23,280	27,310	28,109	
5.20	Number of downloadable audio units added (Library2Go statewide listed here)	2,508	3,943	2,445	
5.21	Number of downloadable audio units owned locally	323,031	268	1,057	
5.22	Number of downloadable audio units owned locally added	47,128	30	763	
5.23	Total downloadable audio materials (5.19 and 5.21)	346,311	27,578	29,166	
5.24	Total units of downloadable audio materials added (5.20 and 5.22)	49,636	3,973	3,208	
5.25	Number of downloadable video units	0		0	
5.26	Number of downloadable video units added	0	0	0	
5.27	Number of downloadable video units owned locally	31,834	0	0	
5.28	Number of downloadable video units owned locally added	7,368	0	0	
5.29	Total downloadable video materials (5.25 and 5.27)	31,834	0	0	
5.30	Total units of downloadable video materials added (5.26 and 5.28)	7,368	0	0	
5.31	Total digital or downloadable units (5.17, 5.23, 5.29)	611,957	73,449	79,779	
5.32	Total digital or downloadable units added (5.18, 5.24, 5.30)	161,942	9,786	11,323	
5.33	Total physical and digital units (5.11 and 5.31)	1,170,000	584,480	513,933	
5.34	Total physical and digital units added (5.12 and 5.32)	208,541	43,172	63,843	
5.35	Number of Statewide electronic collections (databases)	24	24	24	
5.36	Number of Statewide electronic collections added (databases)	0	0	2	
5.37	Number of Local or Local Consortial electronic collections (databases)	14	15	18	
5.38	Number of Local or Local Consortial electronic collections added (databases)	0	1	4	
5.39	Total electronic collections (databases) (5.35 and 5.37)	38	39	42	
5.40	Total electronic collections added (databases) (5.36 and 5.38)	0	1	6	
6.00	**Library Services**				

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6.01	In a typical week, total hours open M-F (open to 5:00 pm)	27	27	27	
6.02	In a typical week, total hours open M-F (5:00 pm to close)	3	3	3	
6.03	In a typical week, total hours open Saturday - Sunday (open to 5:00 pm)	10	11	11	
6.04	In a typical week, total hours open Saturday - Sunday (5:00 pm to close)	0	0	0	
6.05	Total hours in a typical week	40	40	40	
6.06	Number of weeks main library is open	52	52	52	
6.07	Total annual public service hours for main library	2,015	2,015	2,015	
6.08	Total annual public service hours for all public outlets (6.7 and 9.9)	18,617	18,617		
6.09	Library visits in the fiscal year	799,435	908,864	877,742	Data error in FY18, should have been 861,215, CP Errors, Q1 &Q4
6.10	Successful retrievals from the statewide electronic collections (databases)	18,110	4,381	4,634	
6.11	Successful retrievals from purchased local or local consortial electronic collections (databases)	0	62,831	117,752	Increase due to new databases added to the collection and increased promotion
6.12	Total of Successful retrievals from databases (6.10 and 6.11)	18,110	67,212	122,386	
6.13	Number of first-time circulation of adult materials	726,621	689,725	748,836	
6.14	Number of renewals of adult materials	429,701	415,473	358,682	
6.15	Number of first-time circulation of YA materials	44,110	41,522	37,965	
6.16	Number of renewals of YA materials	27,434	28,157	26,334	
6.17	Number of first-time circulation of children's materials	355,879	338,943	331,965	
6.18	Number of renewals of children's materials	245,594	244,506	237,528	
6.19	First-time circulation not separated into adult, YA or children's materials	0	0	41,718	Non-Cat added this year, per state definition
6.20	Renewals not separated into adult, YA or children's materials	0	0	0	
6.21	Total first-time circulation (6.13, 6.15, 6.17, 6.19)	1,126,610	1,070,190	1,160,484	
6.22	Total renewals (6.14, 6.16, 6.18, 6.20)	702,729	688,136	0	
6.23	Total circulation of adult materials (6.13 and 6.14)	1,156,322	1,105,198	1,107,518	
6.24	Total circulation of YA materials (6.15 and 6.16)	71,544	69,679	64,299	
6.25	Total circulation of children's materials (6.17 and 6.18)	601,473	583,449	569,493	
6.26	Total circulation not separated into adult, YA or children's materials (6.19 and 6.20)	0	0	41,718	
6.27	Total physical item circulation (6.23, 6.24, 6.25, 6.26)	1,829,339	1,758,326	1,783,028	
6.28	Number of circulations of electronic materials (Library2Go)	155,175	137,055	181,962	
6.29	Number of circulations of electronic materials (returned to the library)	0	0	54,742	
6.30	Total number of circulations of electronic materials (6.28 and 6.29)	155,175	137,055	236,704	
6.31	Total circulation of physical and electronic materials (6.27 and 6.30)	1,984,514	1,895,381	2,019,732	
6.32	Electronic Content Use (6.30 and 6.12)	173,285	204,267	359,090	4 added databases led to 100% increase in db usage 6.12
6.33	Total Collection Use (6.30, 6.27, 6.12)	2,002,624	1,962,593	2,142,118	
6.34	Total number of reference transactions	221,481	208,364	75,803	Directional type questions have been excluded this year & digital services appointments added
6.35	Number of children's programs	2,903	3,283	3,270	
6.36	Number of person's attending children's programs	56,418	68,551	57,184	
6.37	Number of young adult programs	652	375	611	
6.38	Number of person's attending young adult programs	11,579	6,741	11,741	

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6.39	Number of programs for adults and/or multi-generational audiences	1,188	1,187	2,010	After receiving feedback from the library community, we've updated this question to include programs intended for adults, for families or multi-generational audiences, or for no specific age group. This continues to align with the IMLS' definitions. Programs specifically of children and young adults should still be reported in Questions 6.35-6.38.
6.40	Attendance at programs for adults and/or multi-generational audiences	28,889	33,525	35,605	
6.41	Total number of programs (6.35, 6.37, 6.39)	4,743	4,845	5,891	
6.42	Total program attendance (6.36, 6.38, 6.40)	96,886	108,817	104,530	There was a 10,000 overestimate in FY17.18 on Comic Con attendance
6.43	Meeting Room usage			5,594	New question FY19
6.44	Interlibary loans lent using a shared catalog or automation system	4,360	3,440	2,645	Lent to RCC
6.45	Interlibrary loans lent to all other libraries not in shared catalog or integrated library system	673	734	1,018	Lent to OCLC
6.46	Total loans lent to other libraries	5,033	4,174	3,663	
6.47	Interlibrary loans borrowed using a shared catalog or integrated library system	11,434	12,510	13,788	Borrowed from RCC
6.48	Interlibrary loans borrowed from libraries not in shared catalog or automation integrated library system	292	183	453	Borrowed from OCLC
6.49	Total Loans borrowed from other libraries (6.48, 6.47)	11,726	12,693	14,241	
6.50	Does your library provide a summer reading program?	Yes	Yes	Yes	
6.51	Does your library provide outreach to children and/or families, childcare providers, and preschool teachers?	Yes	Yes	Yes	
6.52	Does your library provide training in early literacy for parents, childcare providers, and preschool teachers?	Yes	Yes	Yes	
7.00	**Other Information**				
7.01	Total number of volunteers	275	248	206	
7.02	Total Volunteer hours	18,053	16,028	14,561	
7.03	Library Director, hourly salary range - Low	31	46	47	
7.03	Library Director, hourly salary range - High	45	53	54	
7.03	Library Director, hourly salary range - Fixed Amount	n/a	n/a	n/a	
7.04	Assistant Director, hourly salary range - Low	28	36	37	
7.04	Assistant Director, hourly salary range - High	39	42	43	
7.04	Assistant Director, hourly salary range - Fixed Amount	n/a	n/a	n/a	
7.05	Department Head, hourly salary range - Low	21	22	23	
7.05	Department Head, hourly salary range - High	31	33	34	
7.05	Department Head, hourly salary range - Fixed Amount	n/a	n/a	n/a	
7.06	Senior Librarian hourly salary range - Low	19	21	21	
7.06	Senior Librarian hourly salary range - High	24	27	28	
7.06	Senior Librarian hourly salary range - Fixed Amount	n/a	n/a	n/a	
7.07	Entry-level Librarian hourly salary range - Low	18	19	20	
7.07	Entry-level Librarian hourly salary range - High	21	23	23	
7.07	Entry-level Librarian hourly salary range - Fixed Amount	n/a	n/a	n/a	
7.08	Library Assistant, hourly salary range - Low	12	13	14	
7.08	Library Assistant, hourly salary range - High	16	17	21	

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7.08	Library Assistant, hourly salary range - Fixed Amount	n/a	n/a	n/a	
7.09	Library Clerk, hourly salary range - Low	11	12	12	
7.09	Library Clerk, hourly salary range - High	15	16	18	
7.09	Library Clerk, hourly salary range - Fixed Amount	n/a	n/a	n/a	
7.10a	Fines for overdue - books	0	0	0	
7.10b	Time period for overdue - books	day	day	day	
7.11a	Fines for overdue - videos	0	0	0	
7.11b	Time period for overdue - videos	day	day	day	
7.12a	Other overdue material - other	other	other	0	
7.12b	Fines for overdue material -other	0	0	0	
7.12c	Time period for overdue material - other	day	day	day	
7.13	Charge for interlibrary loan	5	5	0	
7.14	Charge of non-resident borrowing privileges per year for an individual	100	100	100	
7.14	Charge of non-resident borrowing privileges per year for a family	n/a	100	100	
7.15	Number of circulations made without charge	n/a	n/a	n/a	
7.16	Library Board/ District Board	yes	Yes	Yes	
7.17	Friends of the Library.	yes	Yes	Yes	
7.18	Library Foundation	yes	Yes	Yes	
7.19	Are you using the Public Library Standards	Yes	Yes	Yes	
8.00	**Library Technology**				
8.01	Total annual of uses (sessions) of public Internet computers	115,838	103,360	100,839	
8.02	Total number of Internet terminals used by the general public	168	184	183	
8.03	Number of wireless sessions provided by the library annually	65,540	90,556	1,251,141	99688 - Devices
8.04	Type of Internet connection of main library	Fiber Optic	Fiber Optic	Fiber Optic	
8.05	Upload speed of Internet at main library	Greater than 201Mbps	1GB	1GB	
8.06	Download speed of Internet at main library.			1GB	
8.07	Name of shared Integrated Library System (ILS) consortium (if applicable).	None	None	RCC	**Description:** If your library belongs to a district or consortium that provides a shared integrated library system or catalog, or shares a system with another library, please indicate the name of the consortium or library. If not applicable, leave this blank.
8.08	Vendor of integrated library system	Polaris	Polaris	Polaris	
	Number of Library Website Visits		399,485	399,485	
9.00	**Library Facilities**				
9.01	Square footage of main library	83,191	83,191	83,191	
9.02	Total system square footage	182,432	182,432	182,432	
9.03	Name of branch	Applegate Branch Library	Applegate Branch Library	Applegate Branch Library	
9.04	Branch street address	18485 N Applegate Road	18485 N Applegate Road	18486 N Applegate Road	
9.05	Branch city	Applegate	Applegate	Applegate	
9.06	Branch zip code	97,530	97,530	97,531	
9.07	Branch phone number	(541) 846-7346	(541) 846-7346	(541) 846-7347	
9.08	Branch square footage	2,850	2,850	2,850	
9.09	Public service hours per year at this location	816	816	816	
9.10	Number of weeks of the year this facility was open	52	52	52	
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic	
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps	
9.03	Name of branch	Ashland Branch Library	Ashland Branch Library	Ashland Branch Library	
9.04	Branch street address	410 Siskiyou Blvd	410 Siskiyou Blvd	411 Siskiyou Blvd	
9.05	Branch city	Ashland	Ashland	Ashland	
9.06	Branch zip code	97,520	97,520	97,521	
9.07	Branch phone number	(541) 774-6980	(541) 774-6980	(541) 774-6981	
9.08	Branch square footage	22,655	22,655	22,655	
9.09	Public service hours per year at this location	2,022	2,022	2,022	
9.10	Number of weeks of the year this facility was open	52	52	52	
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic	
9.12	Internet connection speed of this facility	Greater than 201Mbps	1GB	1GB	

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9.03	Name of branch	Butte Falls Branch Library	Butte Falls Branch Library	Butte Falls Branch Library
9.04	Branch street address	626 Fir Ave	626 Fir Ave	627 Fir Ave
9.05	Branch city	Butte Falls	Butte Falls	Butte Falls
9.06	Branch zip code	97,522	97,522	97,523
9.07	Branch phone number	(541) 865-3511	(541) 865-3511	(541) 865-3512
9.08	Branch square footage	1,025	1,025	1,025
9.09	Public service hours per year at this location	515	515	515
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Central Point Branch Library	Central Point Branch Library	Central Point Branch Library
9.04	Branch street address	116 S Third St	116 S Third St	117 S Third St
9.05	Branch city	Central Point	Central Point	Central Point
9.06	Branch zip code	97,502	97,502	97,503
9.07	Branch phone number	(541) 664-3228	(541) 664-3228	(541) 664-3229
9.08	Branch square footage	8,515	8,515	8,515
9.09	Public service hours per year at this location	1,815	1,815	1,815
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Eagle Point Branch Library	Eagle Point Branch Library	Eagle Point Branch Library
9.04	Branch street address	239 W Main St	239 W Main St	240 W Main St
9.05	Branch city	Eagle Point	Eagle Point	Eagle Point
9.06	Branch zip code	97,524	97,524	97,525
9.07	Branch phone number	(541) 826-3313	(541) 826-3313	(541) 826-3314
9.08	Branch square footage	8,512	8,512	8,512
9.09	Public service hours per year at this location	1,428	1,428	1,428
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Gold Hill Branch Library	Gold Hill Branch Library	Gold Hill Branch Library
9.04	Branch street address	202 Dardanelles St	202 Dardanelles St	203 Dardanelles St
9.05	Branch city	Gold Hill	Gold Hill	Gold Hill
9.06	Branch zip code	97,525	97,525	97,526
9.07	Branch phone number	(541) 855-1994	(541) 855-1994	(541) 855-1995
9.08	Branch square footage	4,982	4,982	4,982
9.09	Public service hours per year at this location	891	891	891
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Jacksonville Branch Library	Jacksonville Branch Library	Jacksonville Branch Library
9.04	Branch street address	340 West "C" St	340 West "C" St	341 West "C" St
9.05	Branch city	Jacksonville	Jacksonville	Jacksonville
9.06	Branch zip code	97,530	97,530	97,531
9.07	Branch phone number	(541) 899-1665	(541) 899-1665	(541) 899-1666
9.08	Branch square footage	5,646	5,646	5,646
9.09	Public service hours per year at this location	1,110	1,110	1,110
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Phoenix Branch Library	Phoenix Branch Library	Phoenix Branch Library
9.04	Branch street address	510 W 1st St	510 W 1st St	511 W 1st St
9.05	Branch city	Phoenix	Phoenix	Phoenix
9.06	Branch zip code	97,535	97,535	97,536

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9.07	Branch phone number	(541) 535-7090	(541) 535-7090	(541) 535-7091
9.08	Branch square footage	5,946	5,946	5,946
9.09	Public service hours per year at this location	816	816	816
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Prospect Branch Library	Prospect Branch Library	Prospect Branch Library
9.04	Branch street address	150 Mill Creek Dr	150 Mill Creek Dr	151 Mill Creek Dr
9.05	Branch city	Prospect	Prospect	Prospect
9.06	Branch zip code	97,536	97,536	97,537
9.07	Branch phone number	(541) 560-3668	(541) 560-3668	(541) 560-3669
9.08	Branch square footage	2,400	2,400	2,400
9.09	Public service hours per year at this location	608	608	608
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	DSL	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	6.1 - 10Mbps	6.1 - 10Mbps	6.1 - 10Mbps
9.03	Name of branch	Rogue River Branch Library	Rogue River Branch Library	Rogue River Branch Library
9.04	Branch street address	412 E Main St	412 E Main St	413 E Main St
9.05	Branch city	Rogue River	Rogue River	Rogue River
9.06	Branch zip code	97,537	97,537	97,538
9.07	Branch phone number	(541) 864-8850	(541) 864-8850	(541) 864-8851
9.08	Branch square footage	11,460	11,460	11,460
9.09	Public service hours per year at this location	1,410	1,410	1,410
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Ruch Branch Library	Ruch Branch Library	Ruch Branch Library
9.04	Branch street address	7919 Highway 238	7919 Highway 238	7920 Highway 238
9.05	Branch city	Ruch	Ruch	Ruch
9.06	Branch zip code	97,530	97,530	97,531
9.07	Branch phone number	(541) 899-7438	(541) 899-7438	(541) 899-7439
9.08	Branch square footage	5,896	5,896	5,896
9.09	Public service hours per year at this location	925	925	925
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Shady Cove Branch Library	Shady Cove Branch Library	Shady Cove Branch Library
9.04	Branch street address	22477 Highway 62	22477 Highway 62	22478 Highway 62
9.05	Branch city	Shady Cove	Shady Cove	Shady Cove
9.06	Branch zip code	97,539	97,539	97,540
9.07	Branch phone number	(541) 878-2270	(541) 878-2270	(541) 878-2271
9.08	Branch square footage	5,646	5,646	5,646
9.09	Public service hours per year at this location	917	917	917
9.10	Number of weeks of the year this facility was open	52	52	52
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps
9.03	Name of branch	Talent Branch Library	Talent Branch Library	Talent Branch Library
9.04	Branch street address	101 Home St	101 Home St	102 Home St
9.05	Branch city	Talent	Talent	Talent
9.06	Branch zip code	97,540	97,540	97,541
9.07	Branch phone number	(541) 535-4163	(541) 535-4163	(541) 535-4164
9.08	Branch square footage	7,068	7,068	7,068
9.09	Public service hours per year at this location	1,837	1,837	1,837
9.10	Number of weeks of the year this facility was open	52	52	52

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9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic	
9.12	Internet connection speed of this facility	11M-100Mbps	11M-100Mbps	11M-100Mbps	
9.03	Name of branch	White City Branch Library	White City Branch Library	White City Branch Library	
9.04	Branch street address	3143 Avenue C	3143 Avenue C	3144 Avenue C	
9.05	Branch city	White City	White City	White City	
9.06	Branch zip code	97,503	97,503	97,504	
9.07	Branch phone number	(541) 864-8880	(541) 864-8880	(541) 864-8881	
9.08	Branch square footage	6,640	6,640	6,640	
9.09	Public service hours per year at this location	1,105	1,105	1,105	
9.10	Number of weeks of the year this facility was open	52	52	52	
9.11	Type of Internet connection at this facility	Fiber Optic	Fiber Optic	Fiber Optic	
9.12	Internet connection speed of this facility	Greater than 201Mbps	Greater than 201Mbps	Greater than 201Mbps	
10.00	**Library Directory**				https://libguides.osl.state.or.us/c.php?g=933551&p=6729380
10.01	Population Served			219,564	2018 projected from https://factfinder.census.gov
10.02	FSCS ID			OR0041	JCLS State Library Code
10.03	Interlibrary Loan Relationship Code			NO	Means not a member of a federation or cooperative
10.04	Legal Basis Code			LD	Library District
10.05	Administrative structure code			SO	Administrative Entity
10.06	FSCS Public library definition			Yes	We meet the State requirements for a public library
10.07	Geographic Code			CO1	See the libguides link for definitions
10.15	Estimated time burden to complete survey.			14 days	2 weeks of solid work, gathering data, contacting people and waiting for responses, etc.

JCLD Board Meeting **Agenda Item Memo**

September 12, 2019

Title: New Policy – Solicitation and Petitioning

From: Kari May, Library Director

Summary:
The Solicitation and Petitioning Policy is an addition to JCLS Policies. It establishes the prohibition of solicitation and the rules for petitioning, which is allowable in any public space.

Actions, Options, or Potential Motions:
Review, discuss, and move to approve.

Recommendation:
Library staff recommends the policy be approved.

Resource Requirements:
N/A

Policies, Plans, and Goals Supported:
To maintain ongoing expansion of policies in order to facilitate unimpeded library services and ease of use for patrons.

Background and Additional Information:
The Rogue River branch was unable to curtail disruptive actions by petitioners who had recently organized themselves and a table of petitions in two parking spaces in the library parking lot. The petitioners had offensive signs displayed and were disrupting patrons as they accessed the library. Staff received numerous complaints from patrons, and the daily operations were disrupted. Without a policy in place, staff had no recourse for remedying the situation. Petitioning is allowable on all public spaces; this policy is not intended to prohibit petitioning. Establishing rules for petitioners who wish to gather signatures at the library will offer the public and library staff guidelines for acceptable behavior. The policy outlines how petitioners can utilize library space and consequent actions for noncompliance. Solicitation by individuals inside the library or on library grounds is disruptive to patrons utilizing library services. The library has no policy in place to support staff in their efforts to curtail this specific behavior.

Attachments:
Proposal document

Policy 5-16	**Solicitation and Petitioning**	**Created**: 7/28/19 **Revised:** **Approved:**

I. Purpose

The purpose of this policy is to establish the rules and standard of conduct regarding soliciting and persons gathering petition signatures on Library property.

II. Introduction

The Library is a community hub and strives to provide access to and discussion of information, including opposing viewpoints, that serve the needs of everyone in the community. This quasi-open forum structure should protect the overriding function of the Library as a public space for investigation, inquiry, and gathering of information on an individual level. Occasionally, an open forum may be a part of this process, such as at a Library sponsored program or in a Meeting Room that has been reserved by an organization for a program independent of the Library.

Solicitation and petitioning are separate and different from the Library's function in the community as a forum for information and discussion.

Programs that are sponsored or co-sponsored by the Library, Friends of the Library, or the Jackson County Library Foundation are exempt from this policy.

III. Solicitation Policy

Solicitation means activities that include asking for donations of any kind (monetary or goods).

Solicitation inside the Library (excluding scheduled programs in Meeting Rooms) and outside the Library on Library grounds, including sidewalks, walkways, and parking lots is prohibited. Any persons soliciting on Library property will be immediately asked to leave and will be subject to the consequences set forth in the Library's Rules of Conduct Policy.

IV. Petitioning Policy

Petitioning in the form of requesting or collecting signatures on petitions on publicly accessible Library property is permitted. Petitioning is permitted exterior to the library building so as not to impede movement via the walkway to and from the Library, and subject to the following conditions. Petitioning is prohibited inside the Library.

Persons wishing to request or collect signatures on Library property must adhere to these rules and standard of conduct:

- Petitioners must inform appropriate Library staff or Library Security of their intention to petition on Library grounds upon arrival
- Petitioners must stay in designated areas for such activity, as assigned by Library staff
- Petitioners shall not cause interference to patrons entering or leaving the Library
- Petitioners shall not block the Library entrance and shall afford patrons reasonable space to exit and enter the building
- Petitioners shall not utilize the parking lot or any parking spaces for petitioning
- Petitioners shall not display offensive picket signs or posters

Petitioners who are in violation of this policy will be immediately asked to leave and will be subject to the consequences set forth in the Library's Rules of Conduct Policy.

Form Rev. 12/12/2018

September 12, 2019

Title: Board Member Ethics Policy

From: Policy Committee

Recommendation:
The Policy Committee recommends that the Board approve the *Board Member Ethics* policy.

Budget Impacts:
None.

Policies, Plans, and Goals Supported:
Sound ethics serve to increase the effectiveness of the District's governing Board and the public's trust.

Community Impacts:
Actions based on an ethical code of conduct promote public confidence and the attainment of District goals.

Background and Additional Information:
Special Districts Association of Oregon (SDAO) recommends that all Oregon Special Districts have a *Board Member Ethics* policy that Board members regularly acknowledge with their signature. A separate ethics policy for District employees will be included in the Employee Handbook.

Attachments:
1. Board Member Ethics Policy

Policy 1-11	Board Member Ethics	Approved:

I. Purpose

The Jackson County Library District Board depends on the trust of its community to successfully achieve its mission. Therefore, it is crucial that all Board members conduct business on behalf of the Jackson County Library District with the highest level of integrity, avoiding any impropriety or the appearance of impropriety.

II. Guiding Principles

- Board members shall uphold the integrity of the Jackson County Library District and shall perform their duties impartially and diligently.
- Board members shall not engage in discrimination of any kind including that based on race, class, ethnicity, religion, sex, sexual orientation, or a belief system.
- Board members shall protect and uphold library patrons' right to privacy in their use of the library's resources.
- Board members shall avoid situations in which their personal interests, activities, or financial affairs are, or are likely to be perceived as being in conflict with the best interests of the Jackson County Library District.
- Board members shall avoid having interests that may reasonably bring into question their ability to fulfill the duties of their position in a fair, impartial and objective manner.
- Board members shall not knowingly act in any way that would reasonably be expected to create an impression among the public that they are engaged in conduct that violates their trust as Board members.
- Board members shall not use or attempt to use their position with the Jackson County Library District to obtain unwarranted privileges or advantages for themselves or others.
- Board members shall not be swayed by partisan interests.
- Board members shall not denigrate the organization or fellow Board members or employees in any public arena.

Therefore:
To preserve and uphold the Jackson County Library District's reputation as an organization of unimpeachable integrity, each Board member will sign a conflict of interest statement and an ethics statement at the beginning of each fiscal year (and at the commencement of their service) during their tenure with the Jackson County Library District.

Compliance:
If any Board member appears to be in conflict with the Guiding Principles above, he or she will be asked to meet with an executive committee comprised of the Board President and Vice President (or two Board members chosen by a majority of the Board). The executive committee will make a recommendation to the full Board based on their findings.

Signature:_____ Date: _____

Printed name: _____

Position with District: _____