

Josephine Community Library District  
Workshop Minutes  
Sunday, January 13, 2019 at 2:30 pm  
Main reading room, Grants Pass Branch Library

**Members in attendance:** John Harleson, Jennifer Roberts, Judy Williams, Beecher Ellison

**Members absent:** Laurel Samson

**Others present:** Kate Lasky, Bill Kohn, Michael Kosmala

**CALL TO ORDER.** The workshop started at 2:30pm

**STRATEGIC PLANNING IMMERSION SESSION.** During this session, board members discussed essential questions, defined success, and potential roadblocks. The board also reviewed a draft of the community survey results and started project work plan based on results.

See the attached meeting notes for details about the discussion.

#### **ADJOURNMENT**

The workshop adjourned at

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'BR Rojo', with a stylized flourish at the end.

Brandace Rojo for Board Secretary Kate Lasky  
Josephine Community Library District

# Josephine Community Library District

Summary Notes from January 13 Board Meeting

## Attendees

Beecher Ellison, John Harelson, Jennifer Roberts, Judy Williams, Kate Lasky from JCLD  
Michael Kosmala from Coraggio Group

## Agenda

- Review and discuss 2018 Patron Survey Report
- Reflect on 2018 success and provide input on 2019 plan update

## Strategic Plan Update Input

### Imperative 1: Enhance program quality and customer service

#### Key Learnings/Successes & Challenges/Needs

- Dolly Parton and History Program were successful
- Getting community and input on big changes is important (e.g. hours)
- We need more time to gauge success/effectiveness of our expanded hours for the community and how it impacts our staff/volunteers

Objectives	Questions and Comments to inform plan update
Year-over-year increases in patron satisfaction	<ul style="list-style-type: none"> <li>• Should we go from “increases” to “maintain” given the results of our Patron Survey?</li> </ul>
Year-over-year increases in library use	<ul style="list-style-type: none"> <li>• Are we increasing library use? Need to look at dashboard.</li> <li>• To what extent does our communication drive increased use?</li> </ul>
Achieve “Enhanced” status in Oregon Library Association Library Standards by 2020	<ul style="list-style-type: none"> <li>• 2020 is too soon, 2021 is more realistic</li> <li>• Where do we want to place our focus here and why?</li> </ul>

Initiatives	Questions and Comments to inform plan update
Expand hours of operation in response to Measure 17-79 commitments	<ul style="list-style-type: none"> <li>• Completed in 2018</li> <li>• Moving forward, develop system for evaluating effectiveness of expanded hours, including staffing/vol plan</li> </ul>
Implement the collection development plan which improves materials against Oregon Library Association Library Standards	<ul style="list-style-type: none"> <li>• Need to update with staff input</li> <li>• Repair, rebuild, and modernize...</li> </ul>
<i>Other input to consider</i>	<ul style="list-style-type: none"> <li>• Focus on program standards in OLA</li> <li>• Important to maintain flexibility</li> <li>• Thoughtful about capacity</li> <li>• Where does tech fit within the plan?</li> </ul>

## Imperative 2: Nurture a work culture that values and supports its staff and volunteers

### Key Learnings/Successes & Challenges/Needs

- Employee engagement survey done + results

Objectives	Questions and Comments to inform plan update
Year-over-year increases (baseline in 2018) in staff engagement	<ul style="list-style-type: none"> <li>Baseline done in 2018</li> <li>Need to establish targets for 2019</li> </ul>
Year-over-year increases in volunteer engagement	<ul style="list-style-type: none"> <li>Should carry forward</li> </ul>
Increased volunteers hours by 1500 by 2019	<ul style="list-style-type: none"> <li>Done</li> </ul>

Initiatives	Questions and Comments to inform plan update
Develop and implement a volunteer recruitment plan that maintains the staff and volunteer balance required to expand hours without jeopardizing culture	<ul style="list-style-type: none"> <li>Completed in 2018</li> </ul>
Develop and implement a staff and volunteer professional development program that aligns with organizational needs	<ul style="list-style-type: none"> <li>\$1K allocation is working well</li> <li>What does PD mean at JCLD? For self, job, career?</li> <li>What is our PD philosophy?</li> <li>What does staff development look like?</li> </ul>
	<ul style="list-style-type: none"> <li>What does employer of choice mean for us?</li> <li>Codify staff/volunteer culture</li> <li>PD for volunteers at the comm. level</li> </ul>

## Imperative 3: Enhance the facilities across the library systems

### Key Learnings/Successes & Challenges/Needs

- Employee engagement survey done + results

Objectives	Questions and Comments to inform plan update
Complete Facilities Master Plan by end of July 2018	<ul style="list-style-type: none"> <li>Completed in 2018</li> </ul>
Update overall objectives based on the results of the Master Plan by October 2018	<ul style="list-style-type: none"> <li>Need to do</li> </ul>

Initiatives	Questions and Comments to inform plan update
Develop a Facilities Master Plan that includes a vision which addresses community needs and provides a cost benefits analysis	<ul style="list-style-type: none"> <li>• Done</li> </ul>
Develop and implement a fundraising campaign that engages community partners	<ul style="list-style-type: none"> <li>• REVISE: Identify and prioritize needs that drive JCLF fundraising</li> </ul>
	<ul style="list-style-type: none"> <li>• See pages 37-42 in the OLA standards</li> <li>• Evolve role of Facilities Task Force</li> <li>• Next steps for deferred maintenance and new facilities</li> </ul>

**Imperative 4: Develop efficient operating systems and structures**  
**Key Learnings/Successes & Challenges/Needs**

Objectives	Questions and Comments to inform plan update
Clean annual audit	<ul style="list-style-type: none"> <li>• Consider changing from clean to clear</li> </ul>
100% Board participation in Special Districts of Oregon training	<ul style="list-style-type: none"> <li>• Look beyond SDAO</li> </ul>
	<ul style="list-style-type: none"> <li>• Board effectiveness?</li> </ul>

Initiatives	Questions and Comments to inform plan update
Develop a long-term financial plan for the library system	<ul style="list-style-type: none"> <li>• Done</li> </ul>
Develop and maintain clear policies and procedures for key organizational functions	<ul style="list-style-type: none"> <li>• Done. In ongoing monitoring mode.</li> <li>• Should we focus on emergency response, maybe Safety Committee</li> </ul>
Build board effectiveness in the governance and oversight of taxpayer funds	<ul style="list-style-type: none"> <li>• What training would benefit board effectiveness</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop long-term financial plan. Consider including reserve or maintenance fund?</li> <li>• Develop new board member orientation, including in-depth orientation to SP and District</li> <li>• Address governance, including interactions with staff</li> </ul>

## Imperative 5: Build awareness and expand partnerships

### Key Learnings/Successes & Challenges/Needs

We need to maintain a thriving communications team/function

Objectives	Questions and Comments to inform plan update
Year-over-year increases in patron awareness	<ul style="list-style-type: none"> <li>Should we also be measuring community awareness?</li> </ul>
Increase in quality and number of partners	
Biennial Board participation in Oregon Library Legislative Day	

Initiatives	Questions and Comments to inform plan update
Develop and implement a communications plan that includes progress updates on Measure 17-79 commitments and transitions Josephine Community Libraries' brand to the Library District	<ul style="list-style-type: none"> <li>Did initial 17-79 communications and brand work</li> <li>To what extent should we be focusing communications out of district</li> </ul>
Nurture healthy and impactful relationships with current and new Library System partners	
	<ul style="list-style-type: none"> <li>How do the OLA Standards inform our focus?</li> <li>Support JCLF facilities</li> </ul>