



AGENDA

Library Advisory Board Meeting

6:00 PM - Wednesday, April 3, 2019
Hoodland Library, 24525 E Welches Rd, Welches OR 97067

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1. ROLL CALL	
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6. ADJOURN	



MINUTES Library Advisory Board Meeting

**6:00 PM - Wednesday,
November 7, 2018**
City Hall- Council Chambers,
39250 Pioneer Blvd., Sandy,
Oregon 97055

The Library Advisory Board of the City of Sandy was called to order on Wednesday, November 7, 2018, at 6:00 PM, in the City Hall- Council Chambers, 39250 Pioneer Blvd., Sandy, Oregon 97055, with the following members present:

PRESENT: Board Member Jeri McMahan, Board Member Heather Michet , Board Member Lynn Freeman, and Board Member Kathleen Draine

EXCUSED:

Audience Members: Blanca Doroteo, Lynne Pollard

1. ROLL CALL

1.1. Introductions

2. APPROVAL OF MINUTES

2.1. Meeting Minutes

Minutes approved with corrections.

[Library Advisory Board - 03 Oct 2018 - Minutes - Pdf](#)

3. NEW BUSINESS

3.1. Annual Report to City Council

There will be a City Council Retreat that may include Board Members. Our City Manager has asked us to come up with an Annual Report.

Things to include:

- Report back on strategic plan

- Task Force made up of Library Advisory Board Members, City Managers and Elected Officials.
- The Library needs storage/progamming space

3.2. Library Annex Possibility

- Library needs more space; possibility of a library annex on Sandy Community Campus. Community Room use sometimes exceeds capacity limit of 72 persons.
- Hoodland also has capacity issues

3.3. Kids Program Analysis

We discussed the Kids Programming as presented by spreadsheet.

4. OLD BUSINESS

4.1. Review Changes to the Bylaws

By laws: simplify, A majority of the voting membership shall constitute a quorum

Kathleen Draine made a motion I recommend that we approve the changes to the bylaws as written/ammended Jeri McMahan seconded the motion. CARRIED. unanimously.

5. STAFF UPDATES

5.1. Friends of Sandy Library

This may be George Hoyt's last meeting with this Advisory Board. He is stepping down as Chair of Friends of Sandy Library as of December 31st.

5.2. City Manager Interviews

The City Council will be interviewing 4 applicants for the City Manager position this coming weekend.

5.3. Next Meeting Date: February 6th 2019

6. ADJOURN



MINUTES Library Advisory Board Meeting

**6:00 PM - Wednesday,
October 3, 2018**
Hoodland Library, 24545 E
Welches Rd

The Library Advisory Board of the City of Sandy was called to order on Wednesday, October 3, 2018, at 6:00 PM, in the Hoodland Library, 24545 E Welches Rd, with the following members present:

PRESENT: Board Member Jeri McMahan, Board Member Heather Michet , Board Member Lynn Freeman, and Board Member Kathleen Draine

EXCUSED:

1. ROLL CALL

2. APPROVAL OF MINUTES

2.1. Meeting Minutes

We approved the August 2018 meeting minutes.

3. NEW BUSINESS

3.1. Changes to the Intergovernmental Agreement (IGA) with Clackamas County

- 9 of 12 cities must approve (Sandy approved 10/1/2018)
- 4 cities approved to date

3.2. Library District Advisory Committee (LDAC) and Task Force Updates

- Kathleen Draine was approved as LDAC representative by the Board of County Commissioners (BCC) before the September meeting
- Project Manager for Oak Lodge and Gladstone Library projects introduced herself
- Visioning process for these libraries will begin in November 2018, complete building in Summer 2021

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Page 3 of 5

- Gladstone building will be on current site of Gladstone City Hall, Oak Lodge currently working with the Concord Park property
- Annual Reporting Forms for libraries is more transparent, the subcommittee will refine them a little bit more for FY 2017-2018 data
- LDAC proposed subcommittee to give guidelines for correct process/expenditures
- There was a power point about the Large Task Force being created by The BCC

3.3. Teen Program Analysis

- No teen programs at Hoodland currently
- Sandy programs from 2015-2016, 2016-2017 and 2017-2018
- See spread sheets
- Kathleen Draine expressed appreciation for Rebecca Robinowitz's stamina with teens

4. OLD BUSINESS

4.1. Board Member Updates

- Kathleen suggests advertising on digital signage in the lobby for New Board Members
- Advertise with Aquatic Center, and Hoodland digital signage when they are operational
- Have some new applicants but no one came to meeting
- Group email updates needed; Jeri to update
- Need November meeting to keep with 6-8 meetings per year
- November 7th next meeting at City Hall
- No meeting in December and January
- April meeting in Hoodland to meet 2 meetings per year in Hoodland

4.2. Admin Policy for Boards and Commissions and our By-Laws

- Do we need by-laws or can we simply use the City Admin Policy?
- Sarah to communicate with Kim for guidance re: minutes (when/how to publish)
- Sarah will work on the By-Laws and get them to members 1 week before the next meeting

Kathleen Draine made a motion "I motion that we reduce the scope of by-laws; Rename Article II to be purpose, and keep small parts of Articles 3, 4, and 5" Heather Michet seconded the motion. CARRIED. unanimously.

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5. STAFF UPDATES

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WHERE INNOVATION MEETS ELEVATION

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EXCUSED:

GUESTS: Dale Scobert

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2. APPROVAL OF MINUTES

2.1. Meeting Minutes

- November 7 2018, minutes were not approved as transcription did not reflect minutes submitted.
- Advisory board minutes are action only.

Kathleen Draine made a motion : I move that we approve the November Meeting minutes when the formatting is corrected to include guests at meetings. Jeri McMahan seconded the motion. CARRIED. unanimously.

3. NEW BUSINESS

3.1. Library Advisory Board Applicants

- Heather gave update on resumes and interviews for Lynne Pollard and Blanca Doroteo. The people applying for empty positions on the Advisory

Board.

- The next step is for the City Council to approve applicants.

Heather Michet made a motion : I move that we recommend Blanca Doroteo and Lynne Pollard to the City Council for appointment to the Library Advisory Board Lynn Freeman seconded the motion. CARRIED. unanimously.

3.2. Update Library Advisory Board Handbook

The handbook is on line but we may print for new members to establish expectations.

- The bylaws were updated and need to be reflected in the handbook.
- Update with the new Mission Statement.
- Several minor changes to verbiage. To be reviewed in next meeting.
- The roles and key responsibilities chart to become an appendix.

The handbook is an orientation document for new board members.

4. OLD BUSINESS

4.1. LDAC Updates

Kathy our LDAC representative gave a synopsis of the current task force status:

LDAC update: 1/28/19 meeting: First meeting since end of Sept.

County's draft proposal for County Commissioners District Task Force circulated, for discussion at

Feb 25 meeting. Proposals sets out suggested organization and timetable (approx. 18 mos, starting

summer 2019), with Services, Governance, and Revenue considered in sequential subcommittees. Data

from annual reporting forms to inform review process. LDACs comments on proposal to be sent to

Commissioners for their finalization of Task Force. No LDAC meeting in March.

5. STAFF UPDATES

5.1. Where to hold the Advisory Board Meetings?

- Since the board is only advisory there is no need to record meetings.
- It was discussed whether we wanted to meet at City Hall to record the meetings, or meet in the library.
- It was decided to meet at the libraries in future.

5.2. Update from City Council Retreat

- Sarah attended the City Council retreat.
- As Goals for the Library, Sarah turned in components of the Library Strategic Plan, with an additional goal of finding creative solutions for libraries' programming and storage space needs.

- The Council set 6 goals. None of them deal with the Library. The goals are:
 1. Transportation: Improve the connectivity, mobility, and safety of the city's transportation network through planning and implementation of priority projects.
 2. City Finances: Sustainably manage the city's finances to ensure we meet the needs of our residents through the efficient and effective delivery of public programs and services.
 3. Sandy Community Campus: Make a decision on the future of the Sandy Community Campus (SCC).
 4. Communication: Enhance the city's communications to its residents and public.
 5. Comprehensive plan: Initiate an update of the city's Comprehensive Plan.
 6. Wastewater System Facilities Plan: Begin necessary and essential improvements to the city's wastewater conveyance and treatment infrastructure.

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6.1.

Next Meeting April 3, 2019 at Hoodland Library.

Draft



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6. ADJOURN

6.1.

Next Meeting April 3, 2019 at Hoodland Library.

Draft

Sandy Public Library

Biennial Budget Presentation

2019-2021



Sarah McIntyre



About Sandy and Hoodland Libraries

Library card holders:	15,657		
Physical materials:	68,372	Circulation:	319,921
Digital materials:	79,790	Circulation:	23,316
Library visits:	174,484		
Number of programs:	716		
Program attendance:	16,861		
Number of volunteers:	142		
Volunteer hours:	9,240		

Statistics for FY 2017-2018

LIBRARY FUNDING IN CLACKAMAS COUNTY

★ What you might not know:



- In 2008, voters in Clackamas County approved a permanent tax rate of \$ 0.3974 per thousand of assessed value.
- For the average Clackamas County taxpayer, this equates to \$85/year to pay for library services.
\$214,000 home valuation

LIBRARY FUNDING IN CLACKAMAS COUNTY

- The Clackamas County Library District was formed with the purpose of acting as a fiscal agent in order to distribute property tax revenues raised by the District permanent rate to participating local governments who operate public libraries within Clackamas County.
- 100% of all funds collected are distributed to public libraries within Clackamas County for library operations.

LIBRARY SERVICE AREA

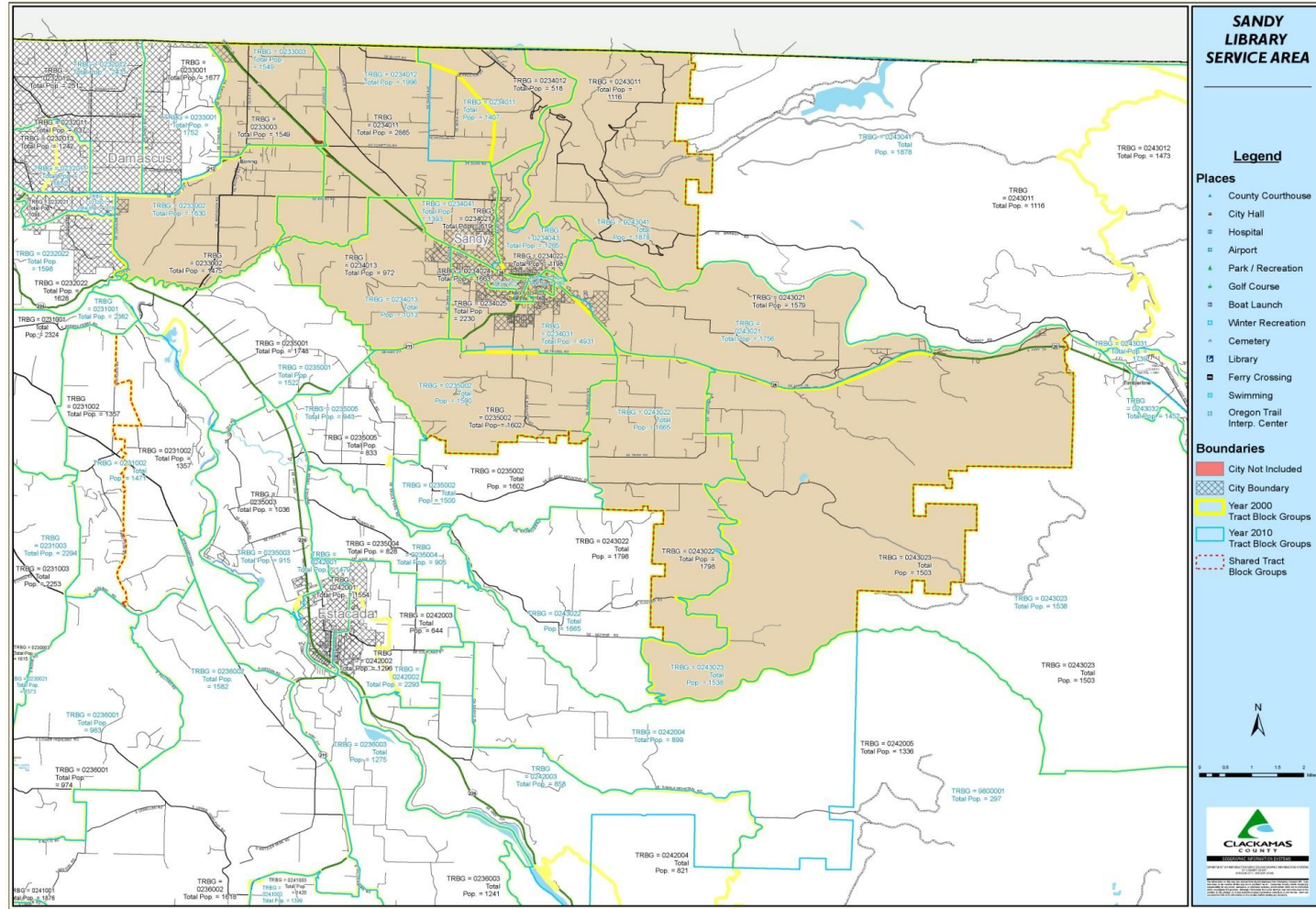


The Sandy and Hoodland Library Service area as assigned by Clackamas County is much larger than the city limits of Sandy.

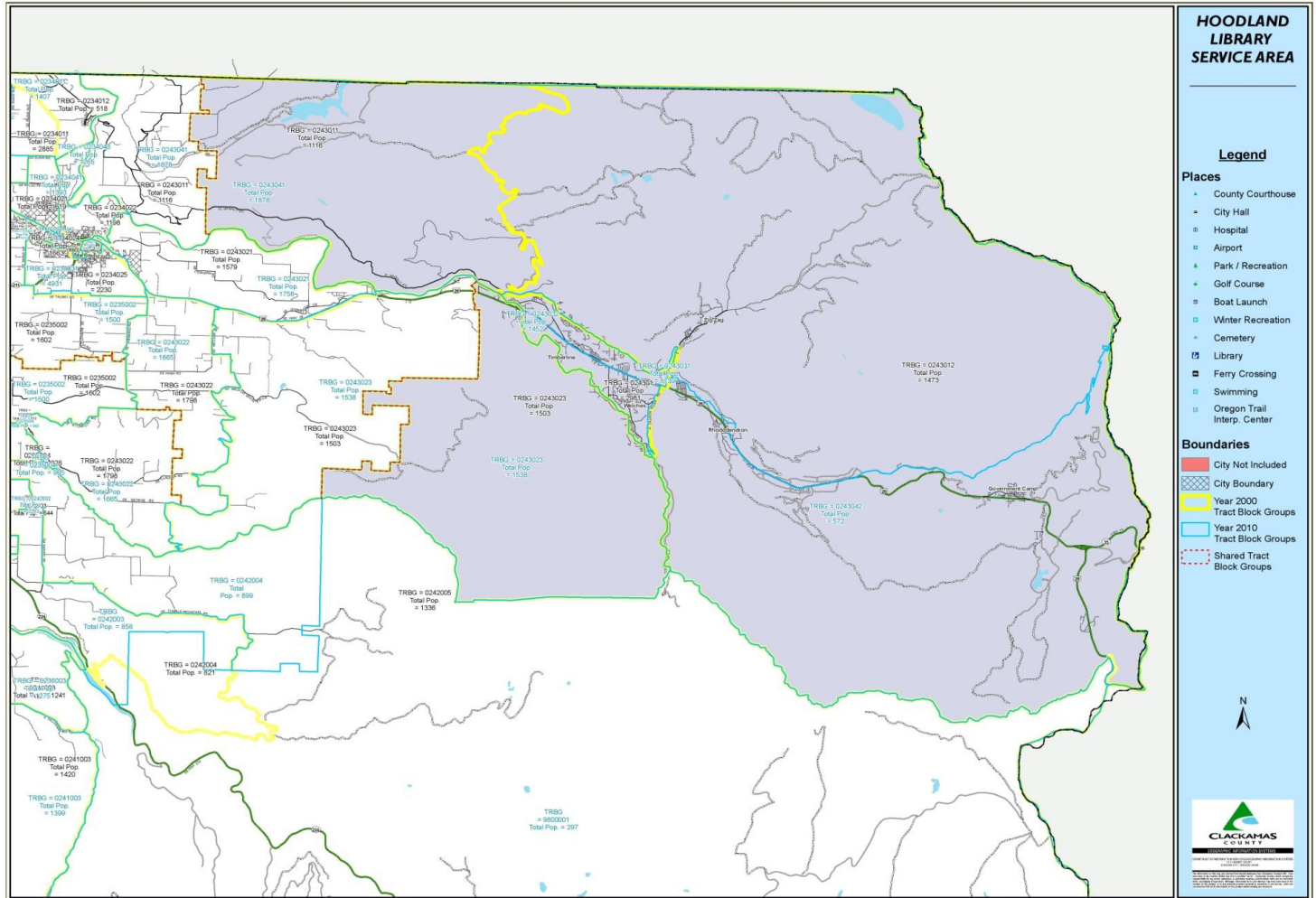
	Service Area Population	City Population	Unincorporated Population
SANDY	2 7 0 5 0	1 0 9 9 0	1 6 0 6 0
HOODLAND	5 6 7 1	0	5 6 7 1

Population information from PSU, December 2018

Sandy Library Service Area - Map



Hoodland Library Service Area - Map



LIBRARY SERVICE AREA – ASSESSED VALUE

	Assessed Value	Unincorp. Population	Prior Interest & Delinquent Tax	Unincorp. Prior Interest & Delinquent Tax	Total Distribution
SANDY	\$331,035	\$720,870	\$6,080	\$13,259	\$1,071,244
HOODLAND	\$0	\$252,438	\$0	\$4,643	\$257,081

Estimated Assessed value information for fiscal year 2019-2020.

This is one year of the total distribution in this biennial budget.

Where Sandy and Hoodland funds come from

- ★ 83% - Clackamas County
- ★ 10% - City of Sandy
- ★ 4% - Carry over Balance
- ★ 3% - Library Revenues
- ★ .3% - Grants

Revenue Breakdown

Library Revenues

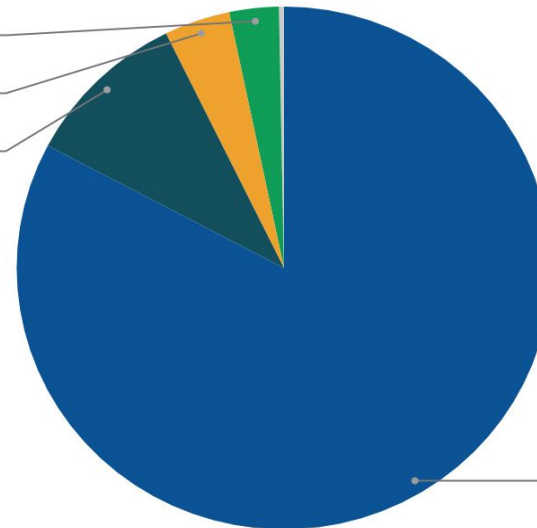
3.0%

Carry over Balance

4.0%

City of Sandy

10.0%

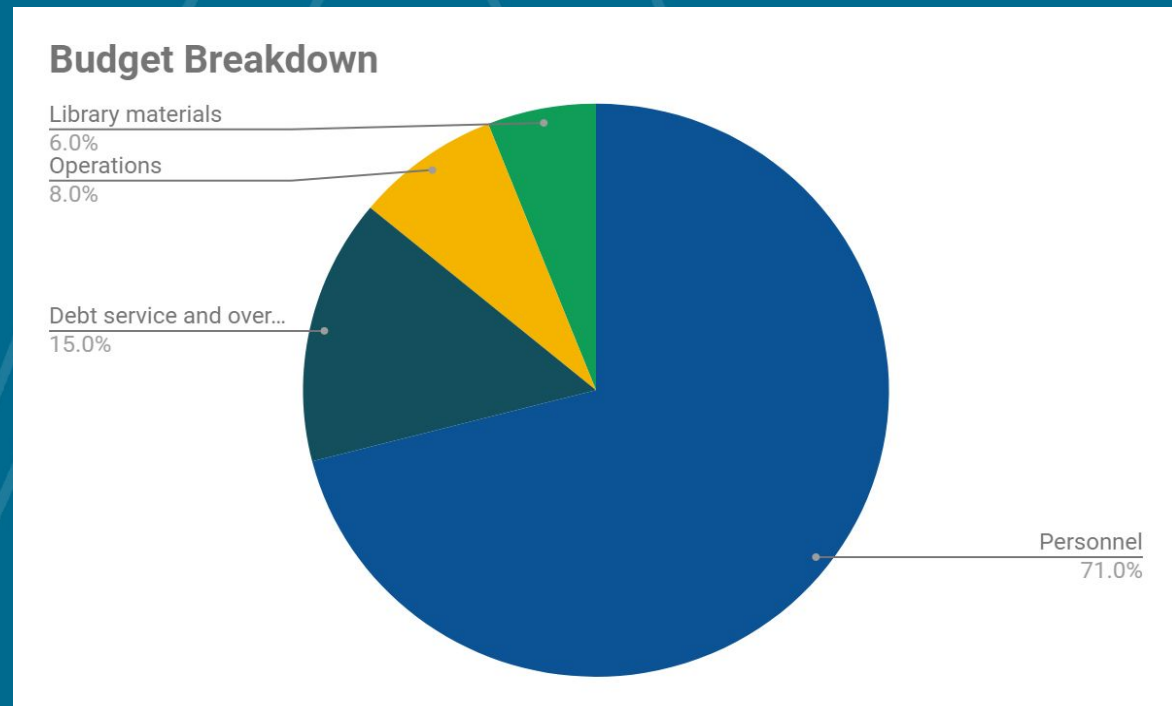


Clackamas County

82.8%

Sandy and Hoodland Library Budget

- ★ 71% - Personnel
- ★ 15% - Debt service and overhead
- ★ 8% - Operations
- ★ 6% - Library materials



Budget Highlights

- ★ Shifted money from print to digital
 - Downloadable ebook and eaudiobook usage increased by 27% over the previous budget cycle, while physical materials decreased by 4%
 - Investigating downloadable video
- ★ Built in monies to purchase scheduling software
 - increase efficiencies
- ★ Built in monies to partner with Community Center
 - Sandy Summer Sounds
 - SOLV
- ★ Increased Librarian from .6 to .75 (from 24 to 30 hours/week)

Things to know - 2019-2021 Budget

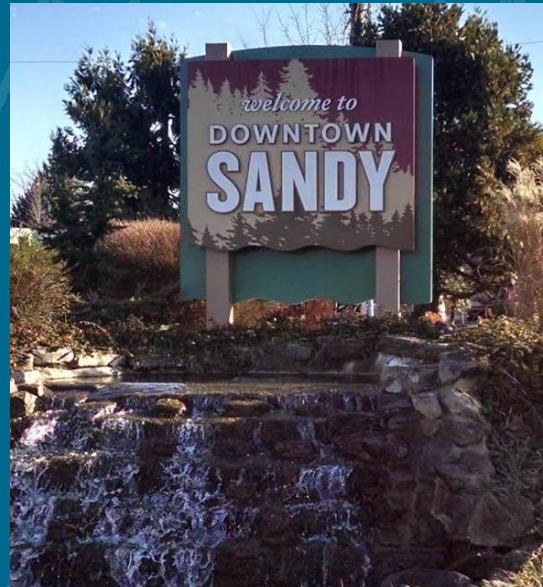
- ★ Realigned Hoodland hours to match Hoodland service area revenues
 - reduced hours from 43 to 36 on April 1st, 2019
 - did not reduce staff benefit levels

- ★ Strategic Plan
 - We have made significant progress on:
 - Create Young Readers
 - Stimulate Imagination
 - Satisfy Curiosity
 - Learn to Read and Write

 - Will continue working on these, but will be focusing on:
 - Understand How to Find, Evaluate, and Use Information
 - Connect to the Online World
 - We will begin holding basic computer classes in April 2019!

THANK YOU FOR YOUR SERVICE

The City of Sandy would not run without its citizen volunteers. Thank you for being a part of the Budget Committee!





Library District Task Force (v1)

BACKGROUND

In October 2017, the City of Gladstone and Clackamas County entered into a Settlement Agreement which resolved ongoing litigation regarding construction of library facilities and provision of library services for the residents of the Gladstone and Oak Lodge library service areas.

During discussions related to the implementation of the Settlement Agreement, the Board of County Commissioners considered certain changes to both the Library District Master Order and the Library District Master IGA. While these changes were intended only to facilitate the implementation of the Settlement Agreement, various library stakeholder's expressed concerns regarding the consistency of these changes with the original purposes of the Library District, as well as the potential impact of these proposed changes on library services throughout the Library District. During the same period, LINCC Library Directors identified concerns related to the long-term sufficiency of Library District funding and the long-term sustainability of library services throughout the County (please see Appendix A).

In March 2018, the Board of County Commissioners authorized the creation of a Library District Task Force to examine these areas of concern, including (but not limited to) sufficiency and sustainability of library funding to address both capital and operational needs, permissible uses of District funds, and evaluation of service standards. In subsequent discussions with the Library District Advisory Committee (LDAC), LINCC Library Directors, and City officials, additional topics to be discussed by the Library District Task Force were suggested, including (but not limited to) equity of the current District funding formula, challenges in capital funding, and evaluation of current service area boundaries.

LIBRARY DISTRICT TASK FORCE CHARGES

The Library District Task Force will be charged with the following purposes:

- 1) To identify current and future challenges facing the Clackamas County Library District. It is anticipated the Library District Task Force will focus on three primary areas: provision of library services, sufficiency and sustainability of library funding, and administration of the Library District.
- 2) To develop the charges for, make appointments to, and receive the reports and recommendations of three standing subcommittees, as follows.
 - a. Library Services Subcommittee
 - b. Library Funding Subcommittee

- c. District Administration Subcommittee
- 3) To develop the charges for, make appointments to, and receive the reports and recommendations of any additional subcommittees deemed necessary by the Library District Task Force.
 - 4) To submit a final report to the Board of County Commissioners containing recommendations to ensure the long-term, sustainable delivery of quality library service to the citizens of the Clackamas County Library District.
 - 5) To determine and adopt such rules or procedures as are necessary to facilitate the work of the Library District Task Force and its subcommittees, consistent with Oregon Public Meetings Law.

LIBRARY DISTRICT TASK FORCE MEMBERSHIP AND VOTING

The Library District Task Force will consist of up to twenty-five (25) members, appointed and voting as follows:

- The Library Cities of Canby, Estacada, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville may appoint up to two members each.
 - Each Library City shall have one vote on the Task Force.
- Clackamas County, in its role as Library service provider for the Oak Lodge and Gladstone service areas, and as the provider of centralized services and support to all District libraries, may appoint up to three members.
 - Clackamas County shall have one vote on the Task Force.
- The current Chair of the LINCC Directors Group shall serve as an ex-officio, non-voting member.
- The current Chair of the Library District Advisory Committee (LDAC) shall serve as an ex-officio, non-voting member.

Task Force membership and voting rights are summarized in the table below:

STAKEHOLDER	MAX # OF MEMBERS	# OF VOTES
Estacada	2	1
Happy Valley	2	1
Lake Oswego	2	1
Milwaukie	2	1
Molalla	2	1
Oregon City	2	1
Sandy	2	1

Wilsonville	2	1
Clatsop County (Oak Grove/LINCC Library)	3	1
LINCC Directors Group	1 (LINCC Directors Group Chair)	Non-voting
TOTAL	25 (LDAC Chair)	11 (Non-voting)

While each City is free to appoint its own representatives, it is recommended that Library District Task Force appointments are drawn from City Managers, Council/Commission Members, Library Directors, LDAC Representatives, and/or Library Board Members.

SUBCOMMITTEE CHARGES

The Library District Task Force shall have three standing subcommittees:

- **Library Services Subcommittee**
 - While the Library District Task Force shall be empowered to develop the final charge(s) of the Library Services subcommittee, it is anticipated that this subcommittee would address topics such as:
 - *What services do District residents need from their libraries, both now and in the future?*
 - *What are the core services and service levels all District residents should receive?*
 - *How should service levels and service delivery be measured?*
 - *What services are best provided locally, and what services should be provided/supported centrally?*
- **Library Funding Subcommittee**
 - While the Library District Task Force shall be empowered to develop the final charge(s) of the Library Funding Subcommittee, it is anticipated that this subcommittee would address topics such as:
 - *What levels of funding are required to sustainably address operational and capital needs District-wide?*
 - *Are current funding sources and levels (District and local) sufficient to address operational and capital needs, both now and in the future?*
 - *How will insufficient, unsustainable, or unequitable funding levels be addressed?*
 - *What are permissible uses of District funds?*

- *Do the current service area boundaries and distribution formula still meet the needs of the District?*

It is anticipated that this subcommittee would not convene until the work of the Library Services Subcommittee has been completed, and its work would be informed by the work of the Library Services Subcommittee.

- District Administration Subcommittee

While the Library District Task Force will be empowered to develop the final charge(s) of the District Administration Subcommittee, it is anticipated that this subcommittee would address topics such as:

- *Are changes to the Master Order, Master IGA, and/or Capital IGAs needed?*
- *How do we ensure core services are being provided and desired outcomes are achieved District-wide?*
- *How are issues of District-wide impact discussed and decisions made?*

It is anticipated that the District Administration Subcommittee would not convene until the work of the Library Funding Subcommittee has been completed, and its work would be informed by the recommendations of the Library Services Subcommittee and the Library Funding Subcommittee.

SUBCOMMITTEE MEMBERSHIP AND VOTING

Each subcommittee will consist of up to twenty-three (23) members, appointed and voting as follows:

- The Library Cities of Canby, Estacada, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville may appoint up to two members each.
 - Each Library City shall have one vote on each subcommittee.
- Clackamas County, in its role as Library service provider for the Oak Lodge and Gladstone service areas, and as the provider of centralized services and support, may appoint up to three members.
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Subcommittee membership and voting rights are summarized in the table below:

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Lake Oswego	2	1
Milwaukie	2	1
Molalla	2	1
Oregon City	2	1
Sandy	2	1
Westlön	2	1
Wilsonville	2	1
Clackamas County (Oak Lodge/Clatskanie/Finco Library Services)	3	1
TOTAL	23	11

While each stakeholder is free to appoint its own representatives to subcommittees, it is recommended that subcommittee appointments are drawn from City Managers, Council/Commission Members, Library Directors, LDAC Representatives, and/or Library Board Members.

It is also recommended that stakeholders appoint members with particular subject matter expertise to individual subcommittees. For example, Library Directors' expertise in the provision and management of library services would likely be particularly useful on the Library Services Subcommittee.

TIMELINE

It is anticipated that the Library District Task Force process (including all preparatory work) will last approximately 18 months, with the Task Force and Subcommittees meeting periodically and regularly over a period of approximately 12 months. The Library District Task Force process will be divided into four distinct phases, namely:

- Phase 1 (approx. 5 months) – Preparation
- Phase 2 (approx. 3 months) – Engagement and Outreach
- Phase 3 (approx. 9 months) – Library District Task Force and Subcommittee Work
- Phase 4 (approx. 3 months) – Preparation and Submission of Final Report

Please see below for a more detailed timeline.

Library District Task Force - Anticipated Timeline

PHASE 1 - PREPARATION

During this initial phase, the Library District Task Force proposal will be finalized, Board approval will be obtained, and various efforts to gather and produce information the Task Force will need to conduct its work will be completed.

**January - February
2019**

FINALIZE PROPOSAL

- *Business and Community Services (BCS) will work with the Library District Advisory Committee (LDAC) and LINCC Directors Group to finalize the Library District Task Force proposal.*

**February - March
2019**

LINCC STRATEGIC PRIORITIES

- *LINCC Directors Group and BCS will complete their work on a District-wide Strategic Priorities document.*

**March
2019**

PRESENT PROPOSAL TO THE BOARD OF COUNTY COMMISSIONERS

- *BCS will schedule a Policy Session to seek approval from the Board of County Commissioners (BOC) to proceed with the Library District Task Force proposal.*

**March - May
2019**

2017 - 2018 ANNUAL PROGRESS REPORTS

- *LDAC will revise the Annual Progress Report (APR) form for collection of 2017 - 2018 data.*
- *LINCC Directors Group and Local Library Boards will prepare and submit 2017 - 2018 APR data for LDAC evaluation.*

PHASE 2 - ENGAGEMENT AND OUTREACH

During this phase, engagement and outreach efforts will be conducted to solicit stakeholder feedback and educate potential Library District Task Force participants and the broader public about the Clackamas County Library District.

**May
2019**

ONLINE LIBRARY SERVICES SURVEY

- *BCS and Public and Government Affairs (PGA), in conjunction with LINCC Directors Group, will develop an online survey to get feedback from County residents on library services. The survey will be distributed via multiple channels, including social media and the LINCC catalog.*

**May - June
2019**

CITY PARTNER OUTREACH

- *BCS will present information about the Library District Task Force to the Clackamas County City Managers Group.*
- *As requested, BCS will present to individual Local Library Boards and City Councils about the Task Force.*

**June - July
2019**

EDUCATION/FEEDBACK SESSIONS

- *BCS, PGA, and LINCC Directors Group will develop and present two facilitated public information sessions designed to inform stakeholders about the District's current structure and operation.*
- *Sessions will also allow attendees to provide feedback to help inform the Library District Task Force's future work.*

PHASE 3 - LIBRARY DISTRICT TASK FORCE AND SUBCOMMITTEE WORK

During this phase, the Library District Task Force and its subcommittees will conduct research, engage in discussions, and formulate the recommendations which will eventually be provided to the Board of County Commissioners.

July - August
2019

TASK FORCE KICKOFF

- *The Library District Task Force will meet at least once to develop rules and procedures, to finalize subcommittee charges, and to make initial subcommittee appointments.*

August - October
2019

LIBRARY SERVICES SUBCOMMITTEE

- *The Library Services Subcommittee will meet at least 3 times to prepare recommendations for the Library District Task Force.*
- *The Library District Task Force will meet at least once to receive and consider the recommendations/report of the Library Services Subcommittee.*

November, 2019 -
January, 2020

LIBRARY FUNDING SUBCOMMITTEE

- *The Library Funding Subcommittee will meet at least 3 times to prepare recommendations for the Library District Task Force.*
- *The Library District Task Force will meet at least once to receive and consider the recommendations/report of the Library Funding Subcommittee.*

February - April
2020

DISTRICT ADMINISTRATION SUBCOMMITTEE

- *The District Administration Subcommittee will meet at least 3 times to prepare recommendations for the Library District Task Force.*
- *The Library District Task Force will meet at least once to receive and consider the recommendations/report of the District Administration Subcommittee.*

PHASE 4 - PREPARATION AND SUBMISSION OF FINAL REPORT

During this phase, the Library District Task Force will produce a final report to be presented to the Board of County Commissioners.

May - June
2020

PREPARATION OF FINAL REPORT

- *The Library District Task Force will meet at least once to synthesize and prepare final recommendations/report.*
- *LDAC will have an opportunity to review the final Library District Task Force report, and prepare a supplementary report, before the Task Force's report is presented to the BCC.*

July
2020

PRESENTATION OF FINAL REPORT TO BCC

- *BCS will schedule a Policy Session during which the Library District Task Force's final report/recommendations, as well as any supplemental report prepared by LDAC, will be presented to the Board of County Commissioners.*

APPENDIX A

On January 19, 2018, the LINCC Directors Group presented the following memo to the Library District Advisory Committee.



TO: LDAC Representatives
FR: Directors, Clackamas County Libraries (LINCC)
DT: January 19, 2018
RE: Library District

Recently there has been a good deal of discussion within local public meetings and in the media about proposed changes to both the Clackamas County Library District Master Order and the Master Cooperative Intergovernmental Agreement.

The Directors of Clackamas County Libraries fully support and welcome public discussion of these proposed changes. We do not advocate for any particular outcome. We do, however, want to provide our perspective with a goal of informing public discussion and providing additional context for some of the issues and concerns that have emerged. Specifically, we'd like to offer a brief assessment of the strengths of the current District structure, as well as some of the current and future challenges that concern us.

LIBRARY DISTRICT STRENGTHS

- **A collaborative, supportive library cooperative**

While the governance and funding structures have changed over time, the libraries of the Clackamas County Library District have been successfully collaborating and supporting each other for decades.

Our libraries have established committees that have worked to regularly refine guidelines and procedures to maximize consistency, efficiency, and patron-focused service across the District.

One example of this cooperation is that libraries have agreed to collection development guidelines. This helps to ensure that libraries can share collections, and that no single library will bear an undue burden to provide materials for other libraries. There may be situations when the availability of a particular library's collection is temporarily reduced, such as during construction or remodeling projects. The strength of our cooperative is most apparent in those situations: District libraries support each other and cooperate to minimize the impact to patrons. Each library is assured that it will have the support of the other District libraries if it encounters a similar situation.

A key collaborator is the Library Network. With support provided by the County, the Network office creates, maintains, and improves systems and procedures which help keep LINCC working cohesively and smoothly. In turn that allows libraries to offer consistent, quality library services to the 400,000 citizens of Clackamas County.

LIBRARY DISTRICT CHALLENGES

- **Every community has different resources**
The Library District spans approximately 1,880 square miles of both rural and urban areas. Each of the 12 service providers in the District (11 cities and Clackamas County) has a service area population which is made up of both City residents and residents of unincorporated areas.

The ratio of City residents to unincorporated residents differs for each service provider, as does the amount of Library District revenue raised in each service area. It is important to note that the tax base of each City differs widely. That can make it more

challenging to allocate scarce general fund dollars, especially when those dollars may have been contributed by a minority of patrons in the Library's service area.

- **A very complex structure**

While the cooperative structure provides some significant benefits--especially being able to focus closely on local community needs--Library Directors frequently find themselves navigating a very complex environment of competing stakeholder needs and imperatives. Library Directors must constantly balance local needs and expectations (as articulated by City Managers, City Councils, and local Library Boards), with considerations of District-wide imperatives (as articulated by LINCC committees, the Library District Board, and the Library District Advisory Committee), and with state and national service standards.

- **Library District revenues are insufficient**

Simply put, the permanent Library District rate of \$0.3974 per thousand of assessed value approved by voters in 2008 is not sufficient to maintain service levels throughout the county. This is true whether or not District funds are to be used only to fund operations, or can be used for capital purposes as well. While growth in property values has resulted in some additional Library District revenues over the years, these increases have not kept pace with increases in expenses (especially those related to personnel).

The LINCC Library Directors feel strongly that the revenue situation must be addressed. We believe many of the concerns voiced in discussions about amendments to the Master Order and IGA are, in fact, symptoms of this deeper, systemic revenue problem. We have serious concerns about our ability to maintain service levels going forward.

LNCC is stronger now than it has ever been and LNCC Library Directors are absolutely committed to doing all we can within our communities and on a County-wide, cooperative basis to ensure that every citizen of Clackamas County has access to high-quality library services. We are working together more efficiently and effectively than at any time in our past.

That said, we do face significant challenges ahead, and we sincerely hope that some of the concerns sparked by recent discussion of amendments to the Master Order and Master IGA will continue to be addressed in future conversations about the long-term sustainability of the Clackamas County Library District.



SANDY/HOODLAND LIBRARY ADVISORY BOARD HANDBOOK

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I. Introduction

The Director of the Sandy and Hoodland Public Libraries recognizes the vital contribution that advisory board members make to the growth and development of our library. The work you do, the time and energy you contribute, and the knowledge and skills you share improve public library service for our communities.

Public libraries face new and ever-changing challenges in meeting diverse community needs, including digital literacy, school readiness, lifelong learning, and workforce development. In addition, public library services must be measured and evaluated to meet public and political demands for accountability. One of your most important roles is advocating the library as a valuable community asset and as a center for public access to computers and resources.

This Library Advisory Board Handbook is a tool kit to help you support your library in your role as an advisory board member.

This Handbook

- Provides basic background on the role of public libraries
- Helps board members understand their positions in the context of current public library philosophy and practice in the United States
- Defines what the Sandy/Hoodland Library Advisory Board is
- Explains advisory board processes to encourage interested individuals to join and participate in the important act of giving and providing service to the Sandy and Hoodland Public Libraries
- Helps advisory board members understand their roles and responsibilities as members and/or officers of the board
- Helps advisory board members realize that they are part of a vast network of persons, institutions, and associations committed to the ideal that a democracy is most appreciated and best served by community members empowered by access to, and a free and independent pursuit of, information and ideas

II. Public Libraries: Their Roles in Their Communities

Public libraries, a sometimes quiet but always major force in communities, have been supporting their constituents for hundreds of years. In service to their communities, they provide a destination, resources and services for education, recreation, information, and culture. Many sizes and types of public libraries exist to serve all ages and populations. Public libraries support informal and formal, as well as lifelong learning. They excel in acquiring and organizing resources to meet needs and provide a unique balance of meeting changing needs by providing new, cutting-edge opportunities. Public libraries partner with other entities to expand potential and seek collaborative opportunities to maximize their support for communities. A major strength of yesterday's, today's, and tomorrow's public libraries is a vision for the future with a commitment to preserving the past.

Public libraries today aren't necessarily in new roles, but are emphasizing important community roles that include:

- support for and services that enhance early literacy, such as parent and family programs and services for babies, general outreach to both parents and caregivers, training for child-care providers, school readiness, and academic success
- critical small business support through access (in library or at desktops) to online subscription content with significant, vetted resources, rather than only broad, web-delivered content.
- workforce development through access to the web, technology, information literacy training, as well as technology hardware and software training and adult literacy initiatives, such as English language training, career workshops, early reading initiatives, employment skills, job identification, and application support
- a community gathering place, whether to discuss concerts, classes, and other events, book clubs and other social groups, or simply a forum where people can come and sit, talk, and read, libraries stand alone in many communities as a gathering place

Today's public libraries and library staff

- Provide a variety of reference services and materials in a wide range of formats
- Teach patrons in point-of-use, in person, virtually, and in small and large groups in “classroom” settings encompassing a wide variety of ages, levels, and styles of learning
- Select, make accessible (in numerous formats), and create print and online documents, guides, and resources to meet patrons’ needs
- Maintain all traditional, as well as 21st century, toolbox competencies for staff, including high- end productivity software and use of web-delivered resources
- Address education and training in hardware, software, teaching and learning, general management issues, and technology issues, such as hardware set-up, maintenance, and networking
- Work virtually, digitally, and in person
- Count and track many more things today in a wide variety of usage categories, including books and periodicals through physical or in-person ownership, as well as access to virtual and digital information and materials delivered over the web

Public libraries in the 21st century must focus on the following: marketing their role in supporting small businesses and community enterprise; marketing their staff expertise as information specialists; involvement in and support for community workforce activities, such as job fairs, career information, green and/or sustainable programs/services; and the public libraries’ significant role in the support of both informal and formal learning, which now includes a formal educational support role for both in-person and distance learning by their community members.

Library supporters are critical to the public library’s success. Advisory boards, foundation boards, and Friends’ groups are working with governing entities and library managers to better define or reposition the 21st century library as an ongoing critical community service.

III. The Sandy and Hoodland Public Libraries

The Sandy and Hoodland Libraries support the community in their endeavors to create lifelong readers, learn to read and write, develop the ability to find accurate information, and connect to the online world. The Sandy and Hoodland Public Libraries are educational and cultural hubs in our communities. Our goal is to provide entertainment and educational materials and services, in a variety of formats for the enjoyment and growth of individuals and groups. We aim to maximize use of our resources through helpful staff, publicity, and promotion.

The Director of the Sandy and Hoodland Public Libraries is a Department Head within the City of Sandy and works as part of the management team for the City. Under the supervision of the City Manager, the Library Director designs and maintains all services, programs, and collections of the Sandy and Hoodland Public Libraries.

The Sandy and Hoodland Public Libraries are also part of the Libraries In Clackamas County (LINCC) Library District. Since 1977, when the first county-wide funding levy was approved by voters, the public libraries of Clackamas County have cooperated in an informal resource and revenue sharing network. The members of the LINCC network are 10 cities in the County that operate public libraries: Canby, Estacada, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy (including a branch in Hoodland), West Linn, and Wilsonville. The eleventh member of LINCC is Clackamas County which has two branches, Oak Lodge and Gladstone.

Since its inception, LINCC libraries have shared in the proceeds of a variety of county-wide funding mechanisms, which have culminated in the passage in November 2008 of a county-wide Library Service District with a permanent tax rate of .3974 per thousand of assessed value. Any resident of Clackamas County (with the exception of Johnson City) may visit any LINCC public library, obtain a free library card and check out materials without charge.

Besides sharing county-wide funding, the major cooperative feature of LINCC is that the twelve independent libraries share a single library computer system. The unified computer makes it very easy for individual citizens to borrow materials from any or all libraries throughout the county and to have those materials delivered via library courier to their neighborhood library for easy pick-up. This shared system and shared county-wide funding has created a seamless public library system in Clackamas County that has greatly facilitated the cost effective sharing of resources among these eleven library "partners" yet allows each local city or county library to retain its own autonomy and ability to tailor its collection and programs to the unique needs of its clientele.

In addition to the permanent tax funding described above, the Sandy and Hoodland Public Libraries receive funding and support from the City of Sandy, the Friends of Sandy Library, and the Friends of Hoodland Library.

IV. Sandy/Hoodland Library Advisory Board

As a member of the Sandy/Hoodland Library Advisory Board, it's critical that you are aware that the board is **advisory** to the Library Director: it assists and advises the Library Director (and City Council, as requested,) on matters concerning the library. The Library Director, City Manager, and City Council have final decision making authority. The City Council appoints up to a total of 7 members, each of whom serve four-year terms.

Sandy / Hoodland Public Library Advisory Board By-Laws

Article I: Name

The organization shall be known as the Sandy / Hoodland Public Library Advisory Board. It is established in accordance with Resolution 2018-14 of the Sandy City Council (May 22, 2018).

Article II: Purpose

Advise the Library Director on the development of library services, programs, and facilities to meet needs of the Sandy and Hoodland Library Service Areas. Participate actively in the goals, aims, and purposes of the Libraries.

Article III: Membership

The library advisory board shall consist of up to seven members. Library advisory board members and applicants must be residents of the Sandy/Hoodland Library service area.

To ensure representation from the entire library service district, one third of advisory board members shall be from the Hoodland/mountain area and two thirds from the Sandy area. In addition advisory board membership shall seek to reflect the diversity of the library district service area. A majority of the voting membership shall constitute a quorum. A City Council liaison, Presidents of the Friends of Sandy Library and Friends of Hoodland Library (or a designee), as well as, the Library Director shall be nonvoting ex officio members of the advisory board and shall take part in its discussions or deliberations. Ex Officio members shall not be counted toward the constitution of a quorum at any meeting.

Article IV: Officers

The officers of the advisory board shall be Chair, Vice Chair, and Secretary. They shall be elected at the last meeting of each fiscal year and shall serve for a one-year term. The Chair shall call and preside over meetings, and name committees. The Vice Chair shall preside in the absence of the chair. The Secretary shall take meeting minutes.

Article V: Meetings

The advisory board shall meet as often as necessary, not less than six times a year. April and October meetings will be held at the Hoodland Library, all other meetings will be held in Council Chambers at Sandy City Hall. A meeting date may be changed or canceled by the Chair, in consultation with the Library Director, with prior notice to the membership. If a member should have two (2) consecutive unexcused absences from regular meetings, he/she shall be replaced with a new member appointed by the Sandy City Council. The new appointee shall fill the former member's unexpired term. The rules contained in the current edition of Robert's Rules of Order Newly Revised, shall govern the Sandy / Hoodland Library Advisory Board in all matters to which they are applicable and in which they are not inconsistent with these by-laws and any special rules of order the Sandy / Hoodland Library Board may adopt.

Article VI: Committees

The Chair, with the approval of the advisory board, shall establish all standing and special or ad hoc committees. The Chair shall appoint chairs of the committees with the approval of the advisory Board. Chairs shall select their committee members. Committee members may consist of the general public, library users, and/or library staff, depending on the

nature and purpose of the committee. Charges to the committees will be expressly stated. Ad hoc committee terms shall coincide with the term of the appointing officer, but may be reappointed by a future Chair.

Article VII: Amendments

These bylaws may be amended at any regular meeting of the Sandy / Hoodland Library Advisory Board by a quorum provided notice of such amendment has been given to all Board members at least seven (7) days prior to the meeting.

Adopted by the Sandy/Hoodland Library Advisory Board on November 7, 2018

A. Roles and responsibilities of the Sandy/Hoodland Advisory Board - Adopted Oct. 15, 2014

The board is advisory to the Library Director and has no decision making powers, other than that granted to it by the Library Director and the City Council. The responsibilities and duties listed below may change based on requests from the incumbent Library Director and/or City Council.

1. Taking an active role in the Library's strategic planning process. This includes, but is not limited to providing feedback on how best to engage the community in the strategic planning process; participating in community forums; reviewing strategic planning outcomes and goal achievement annually.
2. Representing the library to the community. This includes but is not limited to:
 - Attending public forums to gather community input;
 - Updating City Council on Board activities when appropriate,
 - Keeping the library in mind as a community resource and gathering place in discussions with community groups;
 - Being knowledgeable about library programs and services when talking to members of the community.
3. Reviewing specific library policies, as requested by the Library Director.
4. Advising the Library Director on various aspects of Library programs and services, current and planned.
 - Advising the Library Director regarding policies for the development of library services and facilities to best meet the current and future needs of the community;
 - Recruiting and recommending to the Library Director prospective advisory board members;
 - Representing the needs, interest and desires of the entire service area of the library district;
 - Participating actively in the goals, aims and purposes of the library;
 - Performing other such related duties as requested by the Library Director and/or City Council.

B. Expectations of Advisory Board Members

The role of an advisory board member is a significant one, as the board's deliberations and recommendations are an important source of community input to the Library Director and ultimately to the City Council. As an effective advisory board member, you can:

- o Take every opportunity to build goodwill for the Library. Champion the Library's mission, purpose, and services with your friends, neighbors, and community groups.
- o Maintain positive relationships with Friends of the Library.
- o Support the Library Director.
- o Educate yourself about the Library's policies, programs and services.
- o Educate yourself about the community's needs, Library capacities, and the need for future Library services.
- o Encourage community involvement with the Library.
- o Educate yourself about current and prospective issues affecting public libraries and the Sandy and Hoodland Public Libraries.

In addition, Advisory Board members are expected to:

1. Attend and participate in board meetings. Notify the board chair if you will be unable to attend an advisory board meeting.
2. Familiarize yourself and abide by the board's by-laws and policies.
3. Prepare for board meetings by reading materials pertinent to the agenda, which is sent out ahead of time.

4. Recognize that the board is advisory only, and has no approval or veto authority regarding decisions the Library Director may make.
5. Support the final decisions of the board and Library Director.
6. Attend an orientation for new board members and such additional training as is made available.
7. Attend Library community events whenever possible.
8. Actively participate in Library and board processes, such as strategic planning.
9. Assist in succession planning for new board members by identifying others to serve on the advisory board when slots become available.

IV. Library Issues in the 21st Century

An important role of board membership is to educate yourself on issues that face your library. The following is a link to the issues affecting libraries today, defined by the American Library Association. www.ALA.org/advocacy. Please review these issues as you begin your board appointment.

V. BOARD POLICIES and PROCEDURES

Board meetings and agendas – Adopted date Oct 2014

The board meets from 6:00-7:30 p.m. on the 1st Wednesday of the month, in the Sandy Library's Community Room (April and November at Hoodland Library) . The board is required to meet no less than six times a year.

The monthly board agenda is developed jointly by the board chair and the Library Director. One week prior to the board meeting, the agenda and appropriate supporting materials are sent to the e-mail address provided by each board member. Board members without an e-mail address will have the agenda mailed to them, along with any supporting materials.

Recruitment of new advisory board members – Adopted February 2015

New advisory board members are recruited to fill board vacancies as they occur.

In accordance with the by-laws, one third of advisory board members are from the Hoodland area and two thirds from the Sandy area. In addition, every attempt will be made to ensure that advisory board membership reflects the diversity of the library district service area.

Recruitment will take place by personal invitation as well as general announcement.

Each advisory board member will personally invite at least one person to join the board. The board is looking for: diversity in membership, representatives from all areas, willingness and ability to meet board roles and responsibilities.

Potential members are asked to attend an advisory board meeting, to familiarize themselves with the process. They are also given a copy of the Advisory Board Handbook to read, before they submit an application.

Applicants submit an on-line application.

The Advisory Board Chair reviews the applications and, with the Library Director, interviews the applicants.

The advisory board meets as an executive committee of the whole, and recommends new members to the Library Director.

The Library Director takes successful candidates to City Council for official appointment to the board.

Orientation of new advisory board members – Adopted March 2015

Incoming advisory board members meet with the Library Director and an advisory board member to discuss the contents of the board handbook, board process, and key issues and items on which the board is focusing.

VII. Current Advisory Board Members and Term of Office

Member	Service Area	Date(s) of Appointment	Proposed end of term
Jeri McMahan	Hoodland	7/2009	6/30/2021(3)
Lynn Freeman	Sandy	3/2018	6/30/2020
Lynne Pollard	Hoodland	2/2019	6/30/2019
Blanca Doroteo	Sandy	2/2019	6/30/2021
Heather Michet	Sandy	12/2016	6/30/2020
Kathleen Draine	Sandy	2/2018	6/30/2019
OPEN POSITION	Sandy		6/30/2022

Appendix A: [Library Board Policies](#)

Appendix B: [Roles and Key Responsibilities for Council, City Manager, Director, Board, and Friends of the Library](#)