

**Board of Directors**  
**Regular Meeting Agenda**  
**Supplementary information**  
Tuesday, February 15, 2022, 7:00pm  
Zoom meeting  
502 State St, Hood River  
Jean Sheppard President

The Hood River County Library District is taking steps to limit exposure and spread of COVID-19 (novel coronavirus). In support of state and federal guidelines for physical distancing, the Hood River County Library District will hold this meeting by using Zoom Conferencing.

Please use the following phone number or video link:

1-253-215-8782

<https://us02web.zoom.us/j/88987942233>

Meeting ID: 889 8794 2233

- |   |          |
|---|----------|
| I. <b>Additions/deletions from the agenda (ACTION)</b>                        | Sheppard |
| II. <b>Actual or potential conflicts of interest</b>                          | Sheppard |
| III. <b>Consent agenda (ACTION)</b>   | Sheppard |
| i. <b>Minutes from January 18, 20212 meeting</b>                              |          |
| ii. <b>Preventative Maintenance Plan</b>                                      |          |
| iii. <b>Front door repair proposal</b>  |          |
| IV. <b>Open forum for the general public</b>                                  | Sheppard |
| V. <b>Reports</b>   |          |
| i. <b>Friends update</b>  | Fox      |
| ii. <b>Foundation update</b>  | Fox      |
| iii. <b>December 2021 Financial Statements</b>                                | Fox      |
| iv. <b>Director's Report</b>  | Fox      |
| VI. <b>Old Business</b>   |          |
| i. <b>Exterior bookmobile discussion and approval</b>                         | Fox      |
| VII. <b>New Business</b>  |          |
| i. <b>Renew contract legal counsel Ruben Cleaveland (ACTION)</b>              | Fox      |
| ii. <b>Garden's Maintenance Bids (ACTION)</b>                                 | Fox      |
| iii. <b>Budget calendar approval and Budget Committee Discussion (ACTION)</b> |          |
| iv. <b>MIX Contract (ACTION)</b>  | Fox      |
| v. <b>Strategic planning facilitation consultant (ACTION)</b>                 | Fox      |
| VIII. <b>Discussion indoor programs and mask requirement indoors</b>          | Fox      |
| IX. <b>Agenda items for next meeting</b>                                      | Sheppard |
| X. <b>Adjournment</b>   | Sheppard |

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Other matters may be discussed as deemed appropriate by the Board. If necessary, Executive Session may be held in accordance with the following. Bolded topics are scheduled for the current meeting's executive session.

ORS 192.660 (1) (d) Labor Negotiations  
ORS 192.660 (1) (e) Property  
ORS 192.660 (1) (h) Legal Rights  
ORS 192.660 (1) (i) Personnel

The Board of Directors meets on the 3rd Tuesday each month from 7:00 to 9:00p in the Jeanne Marie Gaulke Memorial Meeting Room at 502 State Street, Hood River, Oregon. Sign language interpretation for the hearing impaired is available if at least 48 hours notice is given.

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| III. <b>Consent agenda (ACTION)</b>                                   | Sheppard |
| i. <b>Minutes from January 18, 2021 meeting</b>                       |          |
| Attachment: III.i. Minutes from the January 18, 2022, regular meeting |          |

**ii. Preventative Maintenance Plan**

Attachment: III.ii. Hunter Davisson Preventative Maintenance agreement

We currently have a preventative maintenance agreement with Hunter Davisson for our Trane A/C and boiler. I would like to add the 14 fan powered boxes to the agreement. This 14 units heat the air in specific zones throughout the building and need regular maintenance. Having a Preventative Maintenance Program eliminates many unnecessary emergency service calls and prolongs equipment life.

Currently we pay \$1,245 per quarter and \$4,980 annual. The new agreement will cost \$1,781 per quarter and \$7,124 annually. We have enough funds to cover this cost in our HVAC line item. We currently budget \$15,000 annual for repairs and preventative maintenance costs. The amount of the contract exceeds my spending authority. I ask for board approval.

**iii. Front door repair proposal**

Attachment: III.iii. Vortex quote repair the front door ADA component

The front door has two doors and only one of the doors is working for ADA access. The motor on the east side is burned out. The company will need to replace both motors and ADA buttons for the system because the parts are no longer available. The total cost of the repair is \$6,497.62. I called a local company in The Dalles first and their assessment was the same which required replacing the entire unit. They estimated the costs at \$8,573.31.

We have funds to cover these repairs in the Capital Outlay fund. The current balance of the fund is \$120,434. In addition, we will be transferring \$25,000 into this fund from the General Fund before the end of the fiscal year.

The repairs exceed my spending authority. I ask the board for approval.

#### **IV. Open forum for the general public**

Sheppard

#### **V. Reports**

##### **i. Friends update**

Fox

- The Friends of the Library did not meet in December or January.

##### **ii. Foundation update**

Fox

- The Library Foundation has hired Number works Bookkeeping firm.
- The Foundation approved a Legacy Gift advertisement to run in the Gorge Newspapers. They will soon also have a brochure and bookmark.

##### **iii. December 2021 Financial Statements**

Fox

Attachment: V.iii. December 2021 Financial Statements

We are tracking well in all our line items this year. This month we will transfer the \$25,000 planned transfer from the General Fund into the Capital Equipment Reserve Fund. The transfer will be reflected on the February financial statements.

The January financial statements were not available at the time the board packet was released.

At the Audit presentation on Tuesday, January 18, 2002, Sheppard stated there should be a correction to the Communication to Governing Board section Corrected and Uncorrected Misstatements on page 2. The last paragraph should read "In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material." Instead of, "In addition, the misstatements detected as a result of audit procedures and corrected by management were material."

I contacted our auditors after the meeting and they stated they made a mistake in the presentation and we did have a corrected misstatement during our audit procedures for the property tax receivable and deferral that was over materiality but it was corrected by management. This was an error by the accountants and they fixed the error in their books. This does not change their assessment. The District had a clean opinion with no reservations and there were no separate management issues.

##### **iv. Director's Report**

Fox

##### **• Administration**

- Our Personnel Policy has been completely revised and is now 107 pages. Our Human Resources support organization HR Answers has reviewed it and now I am working with them to finalize the document. After it is finalized, I will send it to our lawyer Ruben



Cleveland for review. I plan to send the board the policy at least one week prior to our next meeting to allow you time to review the document. I will highlight any changes in the policy that are different from our currently policy. I will still send out the board packet the Friday prior to our board meeting.

- We are seeking a new Children's Services Assistant to join our team. The position is 30 hour per week and includes medical and retirement benefits and paid leave. The candidate must be bilingual in English and Spanish due to the significant amount of work this employee will do with Spanish speakers in our community. Our former staff member in this position was bilingual.
- Fine Free Library & Automatic Renewals Anniversary!
  - It's been one year since we went Fine Free for all our patrons! This ensures that all patrons have access to library books and materials, which is our primary purpose as a public library. We believe in equitable and free access for everyone.
  - We also have automatic renewal. It saves our patrons time and effort. It means that every library user will have the same basic renewal services, without needing access to technology or the internet.
  - Items that can be renewed will be renewed automatically for up to 2 renewals. If items can't be renewed, such as items with holds waiting, patrons receive a notice three days before the due date.
  - Automatic renewal does not apply to digital materials, including ebooks, audiobooks, digital magazines, or streaming video. It also does not apply to interlibrary loan materials.
- **Facilities**
  - We recently identified two leaks in our flat roof in the main circulation area. The roofer repaired one leak. The other leak was in the ducts of our HVAC unit. Our HVAC company Hunter Davisson sealed the ducts and replaced a smoke detector on the unit that was damaged.
  - We also had all our 14 VAV boxes inspected and we have two that need repaired. The parts are on back order and we hope to have them up and running soon.
  - The boiler recently had a leak and needed pressure gauges repaired to fix the issue.
- **Programs and Services**
  - The Hood River County Library District recently distributed free At Home COVID test kits at all three library branches. We worked in partnership with the Hood River County Health Department. The Health Department plans to receive another shipment soon.
  - Due to declining COVID case count, we will resume in-person programs for adults and teens in March. As COVID cases decline, we plan to add more programs for all ages over the next few months. The Safety Committee plans to meet next month to discuss the timeline for adding more in-person indoor programs.

- The MakerSpace Table is open for projects to-go. Patrons can fill a bag with supplies to create their art at home! Patrons can bring in their creation or email a photo of it to display in the children's library. Limit: 1 kit per person per week. Kits are take-away only.
- Library of Things
  - Metal Detectors, Nintendo Switches, Puzzles and More to Checkout!
  - Winter brings with it a fresh batch of new items to the Library of Things! This month we are highlighting some of our new and classic games. From Catan to Clue to Terraforming Mars to Codenames: Pictures to Hungry Hungry Hippos, we've got something fun for all ages and skill levels.
  - We just added a Ukelele, DVD player, CD/Cassette player, Easel and more!
- The program staff have been working hard to provide creative programming for this winter. Please check out our newsletter for a full list of programs in February, <https://conta.cc/34iOMBI>.
  - We are honoring Black History Month with displays and programs
  - Adult programs
    - Civics for Adults: Elections & Campaign Finance - Saturday, February 26th at 11 a.m. via Zoom Hosted by Donna L. Cohen, Civics for Adults is a unique workshop covering topics related to our electoral systems and presenting specific ideas for bi-partisan civic/political engagement. Topics include: Voting as Constitutional right, Voting Security, Alternative Systems, Redistricting, Electoral College, Campaign Financing, Tracking Money/Campaign Finance Databases, Public Financing of Elections. Registration Required.
    - Black History Month: A Movie List. In honor of Black History Month, we have compiled a list of films and documentaries that celebrate the history, creativity and struggle of black experience and black filmmakers. And all the films on this list are available at your very own Hood River Library!

This list is, of course, subjective and limited, but we think of it as a great starting point! From auteur Spike Lee's iconic biopic **Malcolm X**, to Jordan Peele's horror-allegory **Get Out**, to Ryan Coogler's mega blockbuster **Black Panther**, to Dawn Porter's widely acclaimed documentary **John Lewis: Good Trouble**, we hope to highlight the many lens through which experience can be portrayed and enjoyed by audiences.

So grab some popcorn and a sparkling water, and get ready to enjoy some amazing films!

Also, the Kids Team has put together a list of family friendly film recommendations that will be released weekly (see the Children's Programming section for more information).

- Teen programs

- Library Teen Council: Every Saturday at 11 a.m. Open to teens and tweens ages 12 to 19, the Library Teen Council is a volunteer group that helps plan library services, leads programming and assists the Teen Librarian.
- Game Night Saturday February 19 at 6 p.m. on Discord Come together on Discord with other teens for an evening of Jackbox games.
- Children's programs
  - Black History Month Book Club Begins Wednesday, February 2  
The Hood River Library invites you to join our Black History Month Family Book Club this February. To participate, patrons need to come to the library to sign up and receive a free copy of *The Watsons go to Birmingham*, a 1996 Newbery Award winner. Each week, participants will receive an email with updates and extras! Don't miss this funny and meaningful story, meant to be read aloud with the whole family. *Supplies are limited.*
  - Black History Month Family Movie Recommendations - Fridays on Facebook  
In honor of Black History Month, we will post a Family Movie Night recommendation every Friday during the month of February. Visit our Facebook page for movie titles and other inspiring posts.
  - Lending Library Saturdays, 10am to 12pm Odell Mobile Home Park. In partnership with Hood River County School District, FISH Food Bank, and Michoacan Grill.
  - Bird Nerd Storytime – Facebook Live, 10:30am Thursdays.

## VI. Old Business

### i. Exterior bookmobile discussion and approval

Fox

Attachment:

- VI.i.a. Bookmobile exterior design option 1
- VI.i.a. Bookmobile exterior design option 2

I gathered input throughout this design process from library staff, Friends, Foundation, and the Library Board. After reviewing all the feedback, two designs emerged. We now have two apple trees to allow us to continue to add names of sponsors that want to donate to the Foundation for operations. At the board meeting I will share feedback I received from library staff, Friends and Foundation members. In addition, I am working with the designers on a third option which incorporates feedback received this week. I will bring this additional design to the board meeting on Tuesday.

## VII. New Business

### i. Renew contract legal counsel Ruben Cleaveland (ACTION)

Fox

Attachment: VII.i. Contract Ruben Cleaveland

Our legal contract with VanKoten and Cleaveland for legal services expires February 28, 2022. Ruben Cleaveland took over providing service to the District in 2016. Cleaveland's services have been invaluable, and he has also been easy to work with. The payable rate is \$175/hour and will not increase with a contract renewal. I recommend we renew the contract for an additional year.

## **ii. Garden's Maintenance Bids (ACTION)**

Fox

Attachment: VII.ii. Gardens Maintenance contract renewal

Crystal Greens has been taking care of our grounds since 2021. I recommend we extend our contract for another year. The rate will remain the same at \$735.00 per month for \$8,820 per year.

It is good practice to go through the bidding process every three to five years. We went out for bid last year. The contract renewal has been prepared by our lawyer Ruben Cleaveland. The contract will be for services from March 1, 2022 to February 28, 2023.

## **iii. Budget calendar approval and Budget Committee Discussion (ACTION)**

Fox

Attachment:

- VII.iii.a. Proposed 2022-23 budget calendar
- VII.iii.b. Budget committee member submission 1
- VII.iii.c. Budget committee member submission 2

With the start of the new year comes the start of the next fiscal year's budget process. It begins with approving the budget calendar, which delineates when the budget committee will meet, when notices are published in the paper, and when the budget is approved by the Board. Our budget is reviewed by the budget committee, a group consisting of the Board of Directors and an equivalent number of community members.

Budget committee members are appointed to 3-year terms. Currently, our Budget Committee is Monica Hockett, Angela Schock and Lani Roberts. Jen Bayer's term ended in 2021. I have confirmed Jen Bayer is willing to fulfill a three year term.

We have one open position on the budget committee. This opening emerged last year and we did not fill in because we did not receive any community member applications. This year, we have received two applications for the open position on the budget committee. We need to evaluate the two applications and select an applicant.

Please review the applications. This is one model we can use to evaluate the candidates. We can discuss this process further at the meeting.

- Question 1: Why are you interested in serving on the Budget Committee?
  - 0=No interest
  - 1=Moderately interested
  - 2=Highly interested
- Question 2: Have you served in similar capacities in the past and, if so, under what circumstances?
  - 0=No experience
  - 1=Some experience
  - 2=High level of experience

- Question 3: Please provide us with a brief resume of your background and your activities in the community.
  - 0=No relevant background/activities to support work committee
  - 1=Some relevant background/activities to support work committee
  - 2=High level of experience in background/activities to support the work on the committee

I'm asking the board to approve the budget calendar. In addition, the board will need to decide if they wish to reappoint Jen Bayer to the budget committee for another three year term and appoint one of the candidates that has applied for the open position.

#### **iv. MIX Contract (ACTION)**

Fox

Attachment:VIII.iv. Metropolitan Information eXchange agreement [2022-2027]

The Metropolitan Interlibrary eXchange (MIX) agreement allows residents of Clackamas, Hood River, Multnomah and Washington counties in Oregon and residents within the City of Camas and Fort Vancouver Regional Library system in Washington to get free library cards in any of the other jurisdictions. It is generally a five-year agreement, and it expires at the end of June. There is no cost to the District for this agreement. The agreement was reviewed by the legal team for the Multnomah County Library and reviewed by our lawyer Ruben Cleaveland. I request the Board approve the contract. We will sign the agreement electronically. I will email the information to Library Board President Jean Sheppard when it is our turn to sign the contract.

#### **v. Strategic planning facilitation consultant (ACTION)**

Fox

Attachment:

- VIII.v.a. Constructivedisruption Proposal for Strategic Planning Facilitation
- VIII.v.b. Corragio Group Proposal for Strategic Planning Facilitation
- VIII.v.c. JRM Consulting Proposal for Strategic Planning Facilitation
- VIII.v.d. Penny Hummel Consulting Proposal for Strategic Planning Facilitation
- VIII.v.e. Penny Hummel Consulting Current Contract

Proposals to assist the District in its 2022-27 strategic planning process were due on Wednesday, February 9. In the request for bids, I said the following:

Hood River County Library District (HRCLD) seeks a qualified, experienced facilitator to help lead creation of its 2022-2027 strategic plan. The ideal candidate will facilitate a series of meetings, distilling themes and priorities from each, and will be instrumental in shaping the final document. The plan will address the implications of the proposed priorities and goals for library services, collections, technology, staffing, facilities, and service models. The purpose of the strategic plan is to position the HRCLD to identify and respond to the needs and interests of its community, to engage library patrons, staff, board, and volunteers in the planning process, and to raise awareness of existing and potential library services and resources. Initial stages of the strategic planning process are expected to start in April 2022 with an expected completion in September 2022.

HRCLD seeks a professional facilitator to:

- HRCLD seeks a professional facilitator to:

- Oversee the strategic planning process.
- Guide all stages of the strategic planning process, including meetings with stakeholders, library staff, Board of Directors, and community members.
- Assist in identifying service priorities, goals, objectives, and activities to meet community needs for the next five years.
- Identify gaps between current library operations, resources, facilities, and staffing and the above priorities, goals, objectives, and activities.
- Write and present the strategic plan that will be finalized by staff.

I sent requests to consultants that have been recommended by Library Directors. I sent it to eight specific consultants:

- Stephanie Chase, Constructivedisruption
- Penny Hummel, Penny Hummel Consulting
- Joe Matthews of JRM Consulting
- Ruth Metz, Ruth Metz Associates
- Katherine Pokrass, Corragio Group
- Martin Rauch of Raunch Communication Consultants
- Margaret Sullivan of Margaret Sullivan
- Stu Wilson, Library Strategies

We received bids from the following:

- Stephanie Chase, Constructivedisruption
- Penny Hummel, Penny Hummel Consulting
- Joe Matthews of JRM Consulting
- Dacey Wesley, Corragio Group

The District has worked with Hummel before when we created our Strategic Plan 2016-2021 and our marketing plan during our board planning session in January 2020. The rest of the consultants are respected in the Library Community. The Board will select a consultant at this meeting.

#### **VIII. Discussion indoor programs and mask requirement indoors**

Fox

- Due to declining COVID case count, we will resume in-person programs in March. As COVID cases decline, we plan to add more programs for all ages over the next few months. The Safety Committee plans to meet next month to discuss the timeline for adding more in-person indoor programs. We will explore what other libraries are currently offering and also what other programs entities in our community are offering. I would like to discuss this further with the board.
- The Library Safety Committee met this month and agreed the District should follow the State of Oregon mask mandate and no longer require masks indoors when the mandate ends. We will still provide K95 and N95 masks for library staff and paper masks for adults and children. I would also like to discuss this further with the board.

#### **IX. Agenda items for next meeting**

Sheppard

- Personnel Policy

- Budget preview
- Library Director evaluation timeline approval

## **X. Adjournment**

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Sheppard

Other matters may be discussed as deemed appropriate by the Board. If necessary, Executive Session may be held in accordance with the following. Bolded topics are scheduled for the current meeting's executive session.

ORS 192.660 (1) (d) Labor Negotiations

ORS 192.660 (1) (e) Property

ORS 192.660 (1) (h) Legal Rights

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**Board of Directors**  
**Regular Meeting Minutes**

Tuesday, January 18, 2022, 7:00pm  
Zoom meeting  
502 State St, Hood River  
Jean Sheppard President

Present: Jean Sheppard, Brian Hackett, Megan Janik, Sara Marsden and Rachael Fox (staff).

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**I. Additions/deletions from the agenda (ACTION)**

Sheppard

Library Board President Jean Sheppard called the meeting to order at 7:00pm. Janik made a motion to approve the agenda. Janik seconded. The motion carried unanimously.

**II. Actual or potential conflicts of interest**

Sheppard

None stated.

**III. Consent agenda (ACTION)**

Sheppard

**i. Minutes from December 21, 2021 meeting**

Hackett moved to approve the consent agenda. Janik seconded. The motion carried unanimously.

**IV. Open forum for the general public**

Sheppard

None present.

**V. Audit presentation**

Elvrum

Tiffany Elvrum from our auditing firm Pauly, Rogers, and Co. attended the January library board meeting by Zoom. The District Board received a Letter to the Governing Board and the audit report which included financial statements. Elvrum gave the District a clean opinion with no reservations and there were no separate management issues. Kamp stated overall it was great. She reported no difficulties in performing the audit.

Sheppard stated there should be a correction to the Communication to Governing Board section Corrected and Uncorrected Misstatements on page 2. The last paragraph should read "In addition, none of the misstatements detected as a result of audit procedures and corrected



by management were material.” Instead of, “In addition, the misstatements detected as a result of audit procedures and corrected by management were material.”

Sheppard asked about clarification regarding the statement on page 29 of the board packet regarding “Management elected to omit substantially all the disclosures and the statement of cash flows ordinarily included in the financial statements prepared in accordance with the cash basis of accounting. If omitted disclosures and statement of cash flows were included in the financial statements, they might influence the user’s conclusions about the District’s assets, liabilities, equity, revenues and expenditures. Accordingly, the financial statements are not designed for those who are not informed about such matters.”

Fox stated the document is part of our monthly financial statements and not part of the audit. Hackett stated the statement made sense if it was from our accountant since the financial statements would not include all the details. Sheppard asked if the auditors found any issues and had access to the all the files. Elvrum stated they had access and found no issues. Fox stated the auditing firm has access to the quickbook files from the accountants.

Hackett stated it might be confusing to anyone reading the packet since the audit documents flow into the financial statements. Fox stated she would insert a blank page in between the two documents and repost the board packet on the library website.

## **VI. Reports**

### **i. Friends update**

Fox

There was nothing to add to the written report.

### **ii. Foundation update**

Fox

There was nothing to add to the written report.

### **iii. November 2021 Financial Statements**

Fox

Sheppard stated she was pleased to see an increase in the amount of tax revenue for the District and wondered when the value might stop increasing since there is limited land available to build in the county.

### **iv. Director’s Report**

Fox

There was nothing to add to the written report.

## **VII. Old Business**

### **i. Safety Cascade Locks and Parkdale branches discussion**

Fox

Sheppard state she approved of the measures put in place. Fox added statistics regarding the 6-7pm shifts for the Parkdale and Cascade Locks libraries. In October, November, and December, we had 30 shifts in Cascade Locks and 5 visitors. In Parkdale, we had 45 shifts and 8 visitors. The board approved creating winter hours for the Parkdale and Cascade Locks branches. Fox suggested this might be a practice we continue after the pandemic.

## **VIII. New Business**

## **i. Exterior bookmobile**

Fox

Fox stated she has received the following feedback from library staff, Friends and Foundation.

- Too busy
- Not clear it was a bookmobile. Change bookmobile to largest letters.
- No drop shadow text
- Change images to illustrations
- Keep rainbow
- Back: Wordcloud-too busy and could cause accident.
- Front: No change.
- Side with door:
  - Change apple tree to illustration
  - No mountain or light in background
  - No green bottom or trees
- Driver's side:
  - Remove cherry tree
  - No mountain or light in background

Hackett stated it was too busy. He suggested no word cloud and he liked the suggestions mentioned. He also couldn't tell the pink tree was a cherry tree and also recommended removing the rainbow. Marsden stated liked apple tree and perhaps put another apple tree on the other side to allow us to expand and add more names in the future. She also liked the mountain. Marsden suggested adding Bookmobile across the window. Fox stated we would change the wording above the back window to have the word bookmobile enlarged. Sheppard agreed to remove the word cloud on the back and remove the rainbows.

## **ii. Personnel support during the pandemic (ACTION)**

Fox

The board approved the request to purchase tests for staff to take if they are exposed to COVID or symptomatic. The tests will only be distributed when needed. Until further notice, COVID positive staff members will need a negative test to return to work. The test will be mailed to the staff member.

Fox stated the library will also become a distribution for free COVID tests. The tests will be provided by Hood River County Health Department. They are funded by grant the health department received. We will be one of many sites located throughout the county. Staff are working on a procedures to ensure the patrons pick up the tests outside the building to keep our indoor space safe.

Fox presented an updated COVID-19 policy for the board to approve with the following information:

### **Emergency Paid Sick leave**

All employees with regularly scheduled hours, shall receive one week (up to 5 workdays) of regular pay through the duration of the Public Health Emergency, June 30, 2022.

If the employee is unable to work (**or unable to telework**) due to a need for leave because the employee:

- 1.is subject to a Federal, State, or local quarantine or isolation order related to COVID-19;
- 2.has been advised by a health care provider to self-quarantine related to COVID-19;
- 3.is experiencing COVID-19 symptoms and is seeking a medical diagnosis;
- 4.is caring for an individual subject to an order described in (1) or self-quarantine as described in (2);
- 5.is caring for a child whose school or place of care is closed (or child care provider is unavailable) for reasons related to COVID-19; or
- 6.is experiencing any other substantially-similar condition specified by the Secretary of Health and Human Services, in consultation with the Secretaries of Labor and Treasury.

The board discussed paid leave. Hackett stated we should add a stipulation that the leave must be used continuously. Fox added the information to the document during the meeting. Sheppard stated staff should need documentation and/or perhaps fill out a form to use the leave to ensure staff are using the leave correctly. Fox agreed and stated she would consult with HR Answers regarding the form and documentation.

Marsden made a motion to approve the updated COVID Employee policy with the additions of adding the leave the must be used continuously and we add staff must fill out a form and provide documentation and/or test results. Hackett seconded the motion. The motion carried unanimously.

Sheppard requested Fox email the board the updated document after it has been approved by HR Answers. Fox stated she would.

#### IX. **Agenda items for next meeting**

Sheppard

- Renew contract legal counsel Ruben Cleaveland
- Budget calendar approval and budget discussion
  - Fox stated we have one open position on the Budget committee. Fox stated she would like to advertise the open the position on Facebook and in our newsletter. The board can review applicants at an upcoming meeting. The board agreed to this process.
- Review proposals for Strategic Planning process
  - Sheppard asked if we have received any bids. Fox stated we have not received any proposals but the deadline is right before the next board meeting.
- Personnel Policy

## X. **Adjournment**

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2/2/2022

Hood River County Library District  
502 State St  
Hood River, OR 97031-2042

Attn: Rachael Fox

Re: Hood River County Library District  
502 State St  
Hood River, OR 97031-2042

Dear Rachael Fox,

To keep these mechanical systems operating efficiently, we recommend our periodic Preventative Maintenance Program. We have found this eliminates many unnecessary emergency service calls and prolongs equipment life.

**Equipment List:**

- 1) Trane A/C (1)
- 2) Boiler - Water (1)
- 3) Fan Powered Box (14)

Our Preventative Maintenance Program consists of the following periodically performed maintenance tasks as stated below:

**All Equipment**

Check and tighten electrical connections	Quarterly
Check fan and mount. bolts for tightness	Quarterly
Check for air leaks	Quarterly
Check for power	Quarterly
Check operating conditions	Quarterly
Lubricate bearings	Quarterly
Test unit for proper operation	Quarterly

**Trane A/C**

Change filters and date	Quarterly
Check OSA damper operation and lubricate	Quarterly
Check and clean drain pan and p-trap	Quarterly
Check and tighten electrical connections	Quarterly
Check belts and replace as required	Quarterly
Check crankcase heater	Quarterly
Check motor and blower bearings	Quarterly
Check oil level in comp. (where applic.)	Quarterly
Check operation of t-stat	Quarterly
Check unit for refrigerant leaks	Quarterly
Clean OSA filter	Quarterly
Clean condenser coils	Quarterly
Inspect coils for blockage, clean as req	Quarterly
Lubricate bearings	Quarterly
Record temperature split _____	Quarterly
Test unit for proper operation	Quarterly

**Boiler - Water**

Blow down suspended solids	Quarterly
Check OSA temperature lockout	Quarterly
Check and tighten electrical connections	Quarterly
Check for proper water level	Quarterly
Inspect and clean burners	Quarterly
Test unit for proper operation	Quarterly

**Fan Powered Box**

Change filters and date	Quarterly
Test unit for proper operation	Quarterly

**EXCLUSIONS:**

Third-party fees: Textura, Service Channel, Compliance Depot, etc., After-hours labor, Federal, state, local, sales, use, excise, or similar taxes

We will provide the aforementioned scope of work for a total sum of:

Per Visit: \$1,781.00                      Annual Cost:\$7,124.00.

Thank you for the opportunity to provide this proposal. Please let me know if you have any questions.

Sincerely,



Juan Coronel  
Preventative Maintenance Sales

Acceptance of Proposal:

**AGREEMENT TERMS:**

The Term of this Agreement shall commence on the Effective Date hereof and continue for an initial period of one (1) year, and shall be renewed automatically each year thereafter, unless this Agreement has been terminated as provided herein. Agreements will be reviewed annually and may be subject to an increase in price. At such time, a revised agreement will be issued by Hunter Davisson, Inc. for approval. This agreement may be canceled by either party at any time by submitting a 30 day written notice. No cancellation fee shall apply.

By my signature below, I certify that I have read and agree to the provisions set forth in this agreement and to the terms and conditions posted at [www.hunterdavisson.com/terms](http://www.hunterdavisson.com/terms) dated March 30, 2016 V1.0 and am duly authorized to bind above Company to such provisions. This proposal may be withdrawn by us if not accepted within 30 days from the date of this proposal.

Date of Acceptance: \_\_\_\_\_ Signature: \_\_\_\_\_

**LABOR RATE:**

Labor rates are subject to change at any time. Regular Labor Rate 8:00 a.m. – 5:00 p.m. is currently \$134.00 per hour. Overtime Labor Rate is currently \$201.00 per hour. All services will be performed during Hunter-Davisson, Inc.'s normal business hours, which are Monday through Friday 8:00 a.m. to 5:00 p.m. Services rendered outside normal business hours, or on holidays, will be billed at one and a half times the Regular Labor Rate. All service calls are subject to a Truck Charge and Travel Time. Service Rates and Truck Charge are subject to change.



1-800-698-6783

# PROPOSAL

To	Site	Date
HOOD RIVER COUNTY DISTRICT 502 EAST STATE STREET HOOD RIVER OR 97031	HOOD RIVER COUNTY DISTRICT 502 EAST STATE STREET HOOD RIVER OR 97031	1/28/2022
Attn. RACHAEL FOX		
Ref. # BB-22845	Phone Fax	Job (541) 387-7062 Phone

In accordance with the terms and conditions stated hereinafter, and on the following pages, we propose to provide the following doors and / or repair work (hereinafter referred to as the "Product") on the following terms.

We propose to furnish, deliver, and install the following subject to the terms noted below:

One (1) new **Low Energy Door Operator** for your existing Pair of Doors to meet ADA Regulations. This includes the following benefits:

- ✓ **Applicable to all interior and exterior applications of low energy (ADA) requirements**
- ✓ **Handles all types of traffic conditions and door sizes with weights up to 250 lbs.**
- ✓ **Adjustable hold-open**
- ✓ **Reliable operation**
- ✓ **Can be integrated with all key and card security systems**
- ✓ **Provides controlled access to secured areas**
- ✓ **Handicap compliant**

This includes mounting the unit above the door, adjustments to the door to meet your needs, lubrication of all points of friction, and our Standard Quality Assurance & Safety Check.

**FOR THE TOTAL NET SUM OF.....\$6,497.62**

Please note this bid INCLUDES the following:

1. Vortex Exclusive **one (1) year Limited Warranty.**
2. Work to be scheduled during regular business hours (M-F 7:30a-4:30p) unless otherwise stated.
3. Removal and disposal of damaged material.

Please note this bid DOES NOT INCLUDE the following:

1. Any finish work or finish paint, if necessary.
2. Any item not called out above.
3. Prevailing Wage Rates if required are not included unless specified.
4. Any electrical not with 2' of door area.

Please fax or email signed proposal to: PORSC@VortexDoors.com  
(503) 643-3384  
(503) 644-3460 (Fax)

<input checked="" type="checkbox"/> Customer to list days or hours Vortex cannot do the work: _____	
Payment Terms: <u>25</u> % on deposit. Balance due upon Completion.	
This offer is good for 30 days. <b>SIGNED COPY MUST BE RETURNED TO OUR OFFICE WITH DEPOSIT.</b> Offer may be revoked by Vortex at any time prior to acceptance. Hidden or unanticipated damages and/or services not included in proposal. Proposal also does not include costs of prevailing wages, if required, unless specifically identified herein.	
NOTICE TO PROPERTY OWNER: If bills are not paid in full for the labor, services, equipment, or materials furnished or to be furnished, a mechanic's lien leading to the loss, through court foreclosure proceedings, of all or part of your property being so improved may be placed against the property even though you have paid your contractor in full. You may wish to protect yourself against this consequence by (1) requiring your contractor to furnish a signed release by the person or firm giving you this notice before making payment to your contractor or (2) any other method or device which is appropriate under the circumstances.	
IMPORTANT: See following pages for additional terms, including limitations of warranty and limitations of liability which are part of this proposal, and will constitute terms of your contract with Vortex. Customer is added to our General Liability policy as Additional Insured only when required by written contract with Customer.	
Accepted:	("Customer") <b>VORTEX INDUSTRIES, INC. ("VORTEX")</b>
By	By Steve DeBuhr (POR)
Date	Date 1/28/2022

License No. OR CCB# 153035 • WA-VORTEI033DR • VORTEX INDUSTRIES, LLC



## LIMITED WARRANTY

1. **APPLICABLE PERIOD.** The VORTEX warranty for materials or labor (as appropriate) is applicable to cover problems promptly reported in writing within the following periods specified:
  - 1.1 **NEW PRODUCT INSTALLATIONS.**
    - A. Heavy Duty Rolling Steel Doors and Hollow Metal Doors - Five Year Limited Warranty, as follows: 1<sup>st</sup> year - 100% Material and Labor, 2<sup>nd</sup> year - 100% Material, No Labor, 3<sup>rd</sup> year - 20% Material, No Labor, 4<sup>th</sup> and 5<sup>th</sup> Year - 10% Material, No Labor.
    - B. Overhead, Glass Entrance and Light Weight Rolling Steel Doors, Motors and Other New Product Installation - Three Year Limited Warranty, as follows: 1<sup>st</sup> year - 100% Material and Labor, 2<sup>nd</sup> year - 20% Material, No Labor, 3<sup>rd</sup> year - 10% Material, No Labor.
  - 1.2 **REPAIRS.**
    - A. Repairs Performed as Recommended by VORTEX: 100% Materials for 1 year, and 90 days Labor. B. Limited Scope Repairs - No Warranty.
2. **LIMITED WARRANTY.** OUR WARRANTY IS FURTHER LIMITED AS FOLLOWS:
  - 2.1 Our warranty shall not extend to or cover deterioration due to rust resulting from (i) damage to the door section finish caused by fire, other accident or casualty, vandalism, radiation, harmful fumes or foreign substances in the atmosphere, (ii) occurring as a result of any physical damage after the door left our control, or (iii) failure to provide reasonable, necessary and proper maintenance (see paragraph 3 below).
  - 2.2 Our warranty shall not extend to or cover any damages or claims with respect to any products that in any way or degree have been altered, processed, misused or improperly handled or installed.
  - 2.3 VORTEX does not warrant conformity with any building or fire codes. Customer is responsible for obtaining any required permits and giving any required notices.
  - 2.4 WE MAKE NO OTHER WARRANTIES, REPRESENTATIONS OR COVENANTS, EXPRESS OR IMPLIED, AS TO ANY MANNER WHATSOEVER WITH RESPECT TO THIS PRODUCT EXCEPT FOR ANY IMPLIED WARRANTY REQUIRED BY APPLICABLE LAW, AND ANY SUCH IMPLIED WARRANTIES SHALL BE LIMITED IN DURATION TO A PERIOD OF ONE YEAR FROM THE DATE OF PURCHASE.
  - 2.5 IN THE EVENT OF THE BREACH OF THE WARRANTY DESCRIBED ABOVE, VORTEX'S SOLE RESPONSIBILITY SHALL BE TO REPAIR OR REPLACE ANY PRODUCT WHICH PROVED TO HAVE BEEN DEFECTIVE DURING THE WARRANTY PERIOD. In the event VORTEX fails to or elects not to repair or replace the defective products, VORTEX'S responsibility shall be limited to the damages specified in Section 5 below.
  - 2.6 This warranty gives you specific legal rights, and you may also have other rights which vary from state to state.
  - 2.7 Only an authorized corporate officer of VORTEX may modify or add to the warranties set forth above, and any such modification or addition must be in writing and separately executed by such corporate officer.
3. **OWNER'S RESPONSIBILITY.**

The proper operation and maintenance of your doors is critical. If your door is equipped with a hand chain or pull rope, control its speed and do not let it slam up or slam down. If you operate your door slowly and carefully, it should last many years. However, the useful life of the doors and their component parts is not unlimited, and to assure the safe and proper operation, it is imperative that doors be serviced and inspected every six months for long life and easy operation. Failure to do so will void the warranty. You are encouraged to contact VORTEX for details on available **Preventive Maintenance** programs.

On such iron or steel surfaces painted by VORTEX with prime coat as are exposed to the weather, Customer agrees to complete painting with a finish coat or coats of a color of Customer's choice.
4. **FURTHER CONDITIONS OF WARRANTY.** The foregoing warranty shall be voided and products and services shall be deemed sold "as is" with all faults:
  - 4.1 if the related invoice is not paid within thirty (30) days;
  - 4.2 if repairs or alterations are made by anyone other than VORTEX;
  - 4.3 until any "Recommendation for Additional Work Needed" is authorized in writing by Customer and completed by VORTEX.You must give us the job number when first calling for warranty service or you will be billed for the work.
5. **LIMITATIONS OF LIABILITY.**
  - 5.1 THE LIABILITY OF VORTEX FOR DAMAGES OR INDEMNITY, IF ANY, SHALL BE LIMITED TO THE AMOUNT OF THE CHARGES PAID BY CUSTOMER TO VORTEX WITH RESPECT TO THE SPECIFIC PRODUCTS OR SERVICES.
  - 5.2 IN NO EVENT, REGARDLESS OF THE FORM OF THE ACTION, WHETHER IN CONTRACT OR IN TORT, INCLUDING NEGLIGENCE, SHALL VORTEX BE LIABLE FOR INCIDENTAL DAMAGES, CONSEQUENTIAL DAMAGES, LOST PROFITS, OR LOST SALES, NOTWITHSTANDING THE FACT THAT VORTEX MAY HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

## FURTHER TERMS AND CONDITIONS

**PAYMENT TERMS.** The Company that called us is responsible for paying the bill. VORTEX provides emergency repair services, and time is of the essence to the performance by the parties of their obligations. Service bills are due and payable upon completion of work. Hours are calculated from the time the man leaves our shop until he returns. Minimum service charge is one hour at the current hourly rate. Customer further grants to VORTEX a security interest in all products furnished to customer. In event of default, VORTEX shall have, in addition to all rights provided by law, the right to repossess all products and to remove doors supplied. Overdue accounts shall accrue interest from the date payment on the account is overdue, at 10% per annum, or the maximum legal rate, whichever is greater.

**WORK HOURS.** VORTEX standard work hours are Mon. – Fri. 8:00 a.m. – 4:30 p.m. VORTEX's standard rates shall be increased for work performed during other hours. VORTEX must be notified of any days or times during which scheduled work cannot be done. A refused field trip will be charged for.

**SITE PREPARATION.** Customer, at its expense, shall assure that the wall construction around the opening is suitable for supporting all doors, door seals, accessories, and other items, and that there is proper clearances for their reception. When VORTEX is to provide erection, Customer at its expense shall assure that the openings into which the items or around which the items are to be installed are complete, unobstructed, and available to VORTEX mechanics or subcontractors without delay or interruption to their work. Customer warrants safety and suitability of the structure for reception of VORTEX'S materials and agrees to hold VORTEX and its subcontractors harmless from liability attributed thereto. Unless otherwise expressly stated, this work order does not include the preparation or furnishings by VORTEX of openings, sills, jamps, lintels, structural members to which doors or accessories are to be attached, or glass or glazing, or when motor operators are furnished, any wire, fuses, or conduits, or any auxiliary steel work for carrying supporting or attaching power units. Electrical hookup and hauling away of old materials is not included in the work order. Customer acknowledges that unloading, hoisting, storage and protection of materials is the sole responsibility of the Customer.

**PERFORMANCE EXCUSED.** VORTEX shall not be liable to Customer in any manner for failure or delay to fill an order placed herein, or other failures to perform as a result of strike or other labor trouble, fire, flood, material or labor shortage, embargo, stoppage in transit, direct or indirect acts, regulations or orders of any governmental body, war, sabotage, act of God or public enemy, or other cause beyond the control of VORTEX including nonperformance of conditions precedent by Customer such as the furnishing of specifications of wall openings or other information, approval of or other action upon drawing.

**ENFORCEMENT OF CONTRACT.** This contract (subject only to modification by any subsequent, and fully executed, written repair work order) constitutes the entire agreement of the parties with respect to the proposed work. There are no oral agreements made or allowed between the parties. All parties agree that interpretations and enforcement of the contract shall be subject to the laws of the state of California and any action brought to enforce any provision of the agreement shall be in the jurisdiction and venue of the courts of Orange County, California. In the event of any action or proceeding to enforce this agreement or arising out of any breach of this agreement, the prevailing party herein shall be entitled to recover reasonable attorney's fees and costs therein incurred.

**ANY QUESTIONS CONCERNING A CONTRACTOR MAY BE REFERRED TO THE REGISTRAR, CONTRACTORS' LICENSE BOARD, 9821 BUSINESS PARK DRIVE, SACRAMENTO, CALIFORNIA, 95827. MAILING ADDRESS: P. O. BOX 26000, SACRAMENTO, CALIFORNIA, 95826. WEBSITE: [WWW.CSLB.CA.GOV](http://WWW.CSLB.CA.GOV).**

Rev. 1/09

# HOOD RIVER COUNTY LIBRARY DISTRICT

## Compiled Financial Statements December 31, 2021

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**Onstott, Broehl & Cyphers, P.C.**  
**Certified Public Accountants**

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KENNETH L. ONSTOTT, c.p.a.  
JAMES T. BROEHL, c.p.a.  
RICK M. CYPHERS, c.p.a.

WILLIAM S. ROOPER, c.p.a. retired

MEMBERS:  
American Institute of c.p.a.'s  
Oregon Society of c.p.a.'s

OFFICES:

100 EAST FOURTH STREET  
THE DALLES, OREGON 97058  
Telephone: (541) 296-9131  
Fax: (541) 296-6151

1313 BELMONT STREET  
HOOD RIVER, OREGON 97031  
Telephone: (541) 386-6661  
Fax: (541) 308-0178

Board of Directors  
Hood River County Library District  
Hood River, Oregon

Management is responsible for the accompanying financial statements of Hood River County Library District, which comprise the balance sheet – cash basis as of December 31, 2021, and the related statement of revenues, expenditures and changes in fund balance – cash basis for the one month and six months then ended, and for determining that the cash basis of accounting is an acceptable financial reporting framework. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

The financial statements are prepared in accordance with the cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America.

Management has elected to omit substantially all of the disclosures and the statement of cash flows ordinarily included in financial statements prepared in accordance with the cash basis of accounting. If the omitted disclosures and statement of cash flows were included in the financial statements, they might influence the user's conclusions about the District's assets, liabilities, equity, revenues, and expenditures. Accordingly, the financial statements are not designed for those who are not informed about such matters.

The supplementary information contained on pages 4 through 8 is presented for purposes of additional analysis and is not a required part of the basic financial statements. The supplementary information has been compiled from information that is the representation of management. We have not audited or reviewed the supplementary information and, accordingly, do not express an opinion or provide any assurance on such supplementary information.

*Onstott, Broehl & Cyphers, P.C*  
January 17, 2022

**Hood River County Library District**  
**Balance Sheet - Cash Basis**  
**December 31, 2021**

**ASSETS**

	General Fund	Grants Fund	Capital Equipment Reserve Fund	Total
Current Assets:				
Cash in bank - Columbia State Bank	\$198,220			\$198,220
Cash with Hood River County	1,155,026	\$194,231	\$116,778	1,466,035
Petty cash	416			416
Total Current Assets	<u>1,353,662</u>	<u>194,231</u>	<u>116,778</u>	<u>1,664,671</u>
TOTAL ASSETS	<u><u>\$1,353,662</u></u>	<u><u>\$194,231</u></u>	<u><u>\$116,778</u></u>	<u><u>\$1,664,671</u></u>

**LIABILITIES & FUND BALANCES**

Liabilities				
Current Liabilities				
Payroll liabilities	\$2,170			\$2,170
Total Current Liabilities	<u>2,170</u>	<u>0</u>	<u>0</u>	<u>2,170</u>
Total Liabilities	<u>2,170</u>	<u>0</u>	<u>0</u>	<u>2,170</u>
Fund Balances:				
Unassigned	<u>1,351,492</u>	<u>194,231</u>	<u>116,778</u>	<u>1,662,501</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>\$1,353,662</u></u>	<u><u>\$194,231</u></u>	<u><u>\$116,778</u></u>	<u><u>\$1,664,671</u></u>

See Independent Accountants' Compilation Report

**HOOD RIVER COUNTY LIBRARY**  
**Statement of Revenues, Expenditures, and**  
**Changes in Fund Balance - Cash Basis**  
**For the Six Months Ended December 31, 2021**

	General Fund	Grants Fund	Capital Equipment Reserve Fund	Total
<b>Revenues:</b>				
Donations and grants	\$0	\$18,235		\$18,235
Property tax revenues - current year	985,495			985,495
Property tax revenues - prior year	12,759			12,759
Fines and fees	1,461			1,461
Intergovernmental revenue	3,140			3,140
Interest revenue	2,469		\$315	2,784
Miscellaneous	0			0
<b>Total Revenues</b>	<b>1,005,324</b>	<b>18,235</b>	<b>315</b>	<b>1,023,874</b>
<b>Expenditures:</b>				
Personal services:				
Wages and salaries	252,784			252,784
Employee benefits	78,802			78,802
<b>Total Personal Services</b>	<b>331,586</b>	<b>0</b>	<b>0</b>	<b>331,586</b>
Materials and services:				
Bank charges	96			96
Building rental	4,719			4,719
Building maintenance	11,626			11,626
HVAC	5,326			5,326
Elevator	1,280			1,280
Telephone	2,635			2,635
Internet	4,086			4,086
Collection development	34,592	9,291		43,883
Technology	7,467			7,467
Accounting and auditing	14,639			14,639
Courier	882			882
Custodial services	13,033			13,033
Technical services	3,326			3,326
Library consortium	13,782			13,782
Copiers	1,677			1,677
Elections expense	2,973			2,973
Furniture and equipment	4,432			4,432
Insurance	7			7
Georgiana Smith Memorial Garden	7,412	110		7,522
Legal services	823			823
Professional services	0			0
Dues and subscriptions	1,549			1,549
Miscellaneous	1,000			1,000
Postage and freight	413			413
Printing	195			195
Programs	6,373	11,131		17,504
Advertising	2,014			2,014
Supplies - office	6,297			6,297
Travel	311			311
Training	363			363
Board development	0			0
Parking reimbursement	100			100
Electricity	8,518			8,518
Garbage	841			841
Natural gas	1,610			1,610
Water & sewer - building	2,385			2,385
<b>Total Materials and Services</b>	<b>166,782</b>	<b>20,532</b>	<b>0</b>	<b>187,314</b>
Capital outlay	918	55,266	8,875	65,059
<b>Total Expenditures</b>	<b>499,286</b>	<b>75,798</b>	<b>8,875</b>	<b>583,959</b>
<b>Revenues Over Expenditures</b>	<b>506,038</b>	<b>(57,563)</b>	<b>(8,560)</b>	<b>439,915</b>
Other Financing Sources (Uses)				
Operating transfers in	0		0	0
Operating transfers out	0			0
<b>Total Other Financing Sources (Uses)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues and Other Financing Sources (Uses) Over Expenditures</b>	<b>506,038</b>	<b>(57,563)</b>	<b>(8,560)</b>	<b>439,915</b>
Fund Balance - July 1, 2021	845,454	251,794	125,338	1,222,586
Fund Balance - December 31, 2021	<u>\$1,351,492</u>	<u>\$194,231</u>	<u>\$116,778</u>	<u>\$1,662,501</u>

See Independent Accountants' Compilation Report

**HOOD RIVER COUNTY LIBRARY DISTRICT**  
**General Fund**  
**Statement of Revenues and Expenditures - Cash Basis**  
**For the One Month and Six Months Ended**  
**December 31, 2021**

	Current Period Actual	Year to Date Actual	Annual Budget
<b>Revenues:</b>			
Tax revenues - current	\$17,595	\$985,495	\$1,091,490
Tax revenues - prior year	873	12,759	15,000
Interest revenue	221	2,469	10,000
Fines and fees	160	1,461	4,000
Intergovernmental revenue	0	3,140	0
Donations	0	0	0
Miscellaneous	0	0	0
<b>Total Revenues</b>	<b>18,849</b>	<b>1,005,324</b>	<b>1,120,490</b>
<b>Expenditures:</b>			
Personal services:			
Wages and salaries:			
Library clerk I	585	3,500	8,281
Library clerk II	8,243	54,681	115,605
Library assistant I	5,352	30,958	68,838
Library assistant II	5,272	30,880	63,265
Librarian I	10,366	63,626	128,034
Librarian II	5,127	26,886	65,291
Library director	7,112	42,253	87,048
Payroll taxes and benefits:			
Retirement	3,501	20,100	43,068
Social security	3,196	19,149	40,226
Workers' compensation	19	1,022	1,300
Health insurance	6,810	36,026	136,280
Unemployment insurance	369	2,505	6,310
Paid family and medical leave	0	0	2,681
<b>Total Personal Services</b>	<b>55,952</b>	<b>331,586</b>	<b>766,227</b>
Materials and services:			
Bank charges	16	96	300
Building rental	0	4,719	13,400
Building maintenance	816	11,626	20,000
HVAC	0	5,326	15,000
Elevator	370	1,280	2,450
Telephone	356	2,635	5,220
Internet	288	4,086	5,840
Collection development	3,370	34,592	90,000
Technology	120	7,467	13,000
Accounting and auditing	5,324	14,639	29,000
Courier	105	882	2,300

See Independent Accountants' Compilation Report

**HOOD RIVER COUNTY LIBRARY DISTRICT**  
**General Fund**  
**Statement of Revenues and Expenditures - Cash Basis**  
**For the One Month and Six Months Ended**  
**December 31, 2021**

	Current Period Actual	Year to Date Actual	Annual Budget
Custodial services	0	13,033	29,000
Technical services	0	3,326	4,000
Library consortium	0	13,782	14,200
Copiers	335	1,677	3,500
Elections expense	0	2,973	0
Furniture and equipment	0	4,432	4,000
Insurance	0	7	16,000
Georgiana Smith Memorial Garden	777	7,412	25,000
Legal services	192	823	4,000
Professional services	0	0	30,000
Membership dues	132	1,549	4,000
Miscellaneous	70	1,000	1,500
Postage and freight	0	413	1,000
Printing	0	195	500
Programs	0	6,373	20,000
Advertising	0	2,014	2,000
Office supplies	260	6,297	14,000
Travel	148	311	4,000
Training	0	363	4,000
Board development	0	0	1,500
Parking reimbursement	0	100	500
Electricity	1,317	8,518	21,000
Garbage	135	841	2,000
Natural gas	640	1,610	10,000
Water & sewer - building	389	2,385	5,600
 Total Materials and Services	 15,160	 166,782	 417,810
 Capital Outlay	 0	 918	 0
 Contingency	 0	 0	 100,000
<b>Total Expenditures</b>	<b>71,112</b>	<b>499,286</b>	<b>1,284,037</b>
 <b>Other Financing Sources (Uses)</b>			
Operating transfers in	0	0	0
Operating transfers out	0	0	(25,000)
 Total Other Financing Sources (Uses)	 0	 0	 (25,000)
 Change in Fund Balance	 (\$52,263)	 \$506,038	 (\$188,547)

See Independent Accountants' Compilation Report

**HOOD RIVER COUNTY LIBRARY DISTRICT**  
**Grants Fund**  
**Statement of Revenues and Expenditures - Cash Basis**  
**For the One Month and Six Months Ended**  
**December 31, 2021**

	<u>Current Period</u> <u>Actual</u>	<u>Year to Date</u> <u>Actual</u>	<u>Annual</u> <u>Budget</u>
<b>Revenues:</b>			
Donations and grants	\$13,000	\$18,235	\$290,000
Intergovernmental revenue	0	0	0
<b>Total Revenues</b>	<u>13,000</u>	<u>18,235</u>	<u>290,000</u>
<b>Expenditures:</b>			
Personal services	0	0	16,600
Materials and services:	488	20,532	268,400
Capital outlay	0	55,266	250,000
<b>Total Expenditures</b>	<u>488</u>	<u>75,798</u>	<u>535,000</u>
<b>Change in Fund Balance</b>	<u><u>\$12,512</u></u>	<u><u>(\$57,563)</u></u>	<u><u>(\$245,000)</u></u>

See Independent Accountants' Compilation Report



**HOOD RIVER COUNTY LIBRARY DISTRICT**  
**Capital Equipment Reserve Fund**  
**Statement of Revenues and Expenditures - Cash Basis**  
**For the One Month and Six Months Ended**  
**December 31, 2021**

	Current Period Actual	Year to Date Actual	Annual Budget
<b>Revenues:</b>			
Interest revenue	\$20	\$315	\$2,000
<b>Other Financing Sources</b>			
Transfer from General Fund	0	0	25,000
<b>Total Revenues and Other Sources</b>	<u>20</u>	<u>315</u>	<u>27,000</u>
<b>Expenditures:</b>			
Materials and services	0	0	0
Capital outlay	3,676	8,875	100,000
<b>Total Expenditures</b>	<u>3,676</u>	<u>8,875</u>	<u>100,000</u>
<b>Change in Fund Balance</b>	<u><u>(\$3,656)</u></u>	<u><u>(\$8,560)</u></u>	<u><u>(\$73,000)</u></u>

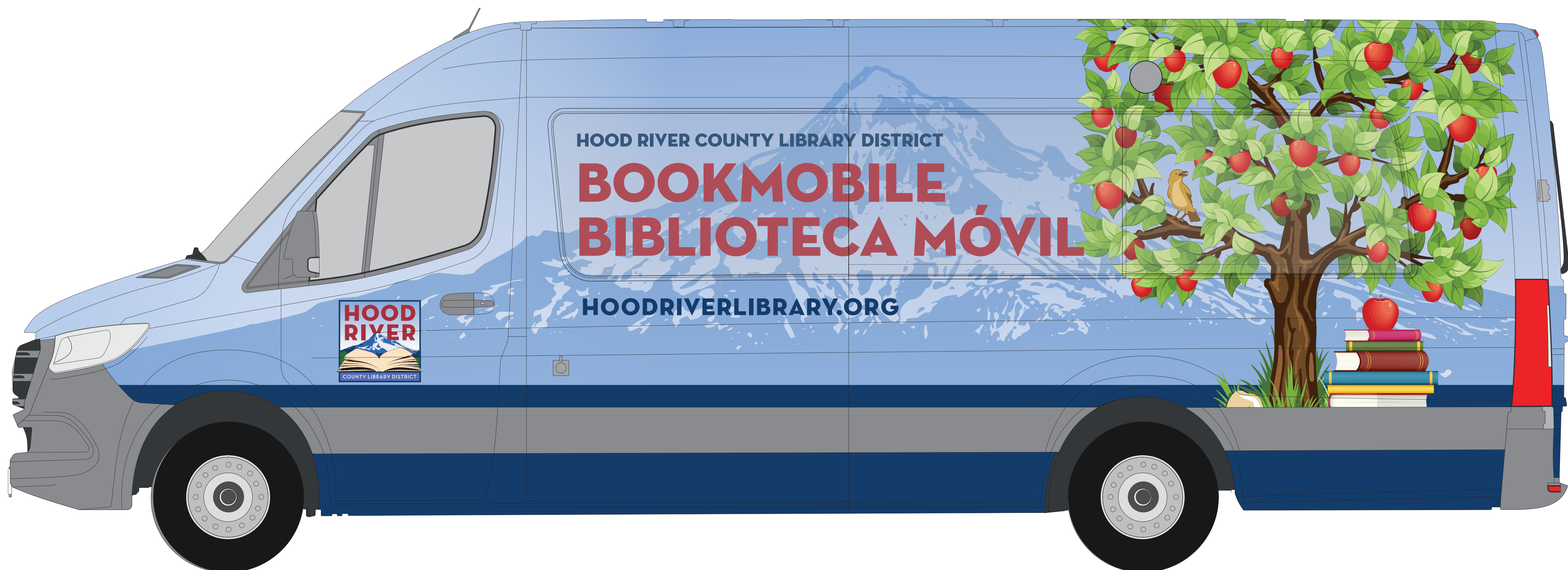
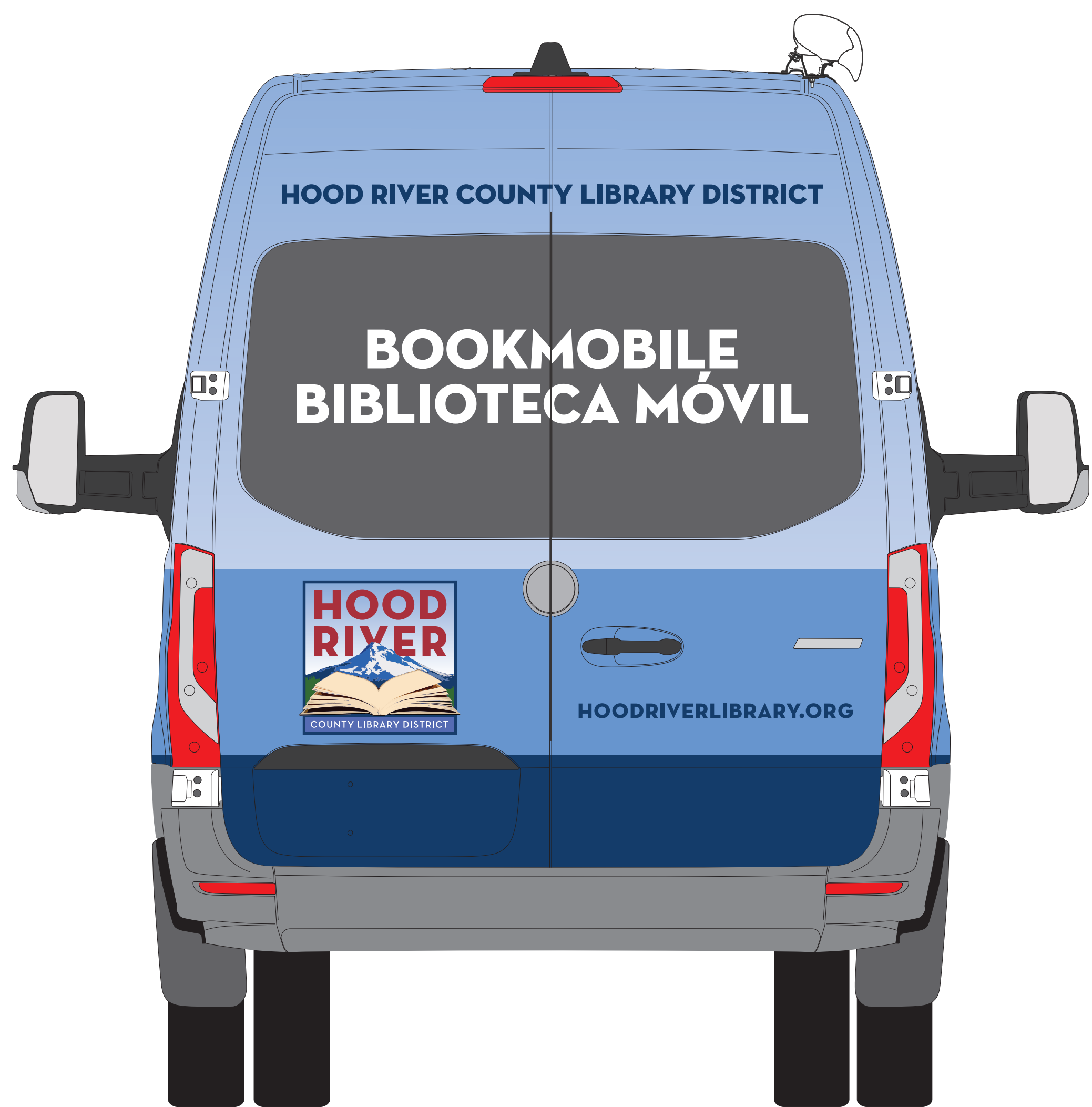
See Independent Accountants' Compilation Report

**HOOD RIVER COUNTY LIBRARY**  
**Schedule of Revenues, Expenditures, and**  
**Changes in Fund Balance - Cash Basis**  
**Grants Funds**  
**For the Six Months Ended December 31, 2021**

	Newspaper Digitization	Foundation Grants	Other Grants	Friends of the Library	Pat Hazelhurst	CARES Act	R2R 2021	HR Cultural Trust	Total
<b>Revenues:</b>									
Donations and grants	\$0	\$0	\$1,735	\$6,500	\$10,000	\$0	\$0	\$0	\$18,235
Intergovernmental revenue							\$0		0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>1,735</b>	<b>6,500</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,235</b>
<b>Expenditures:</b>									
Personal services:									
Wages and salaries:									
Library clerk I									0
Library assistant II									0
Employee benefits:									
Retirement									0
FICA									0
Workers compensation									0
Health insurance									0
Unemployment insurance									0
<b>Total Personal Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Materials and services:									
Collection development		7,063	1,678				550		9,291
Programs		2,703	814	5,429			2,185		11,131
Georgia Smith Memorial Garden		110							110
<b>Total Materials and Services</b>	<b>0</b>	<b>9,876</b>	<b>2,492</b>	<b>5,429</b>	<b>0</b>	<b>0</b>	<b>2,735</b>	<b>0</b>	<b>20,532</b>
Capital outlay	0	55,266	0	0	0	0	0	0	55,266
<b>Total Expenditures</b>	<b>0</b>	<b>65,142</b>	<b>2,492</b>	<b>5,429</b>	<b>0</b>	<b>0</b>	<b>2,735</b>	<b>0</b>	<b>75,798</b>
Net Change in Fund Balance	0	(65,142)	(757)	1,071	10,000	0	(2,735)	0	(57,563)
Fund Balance - July 1, 2021	338	227,852	798	12,479	3,592	1,781	2,454	2,500	251,794
<b>Fund Balance - December 31, 2021</b>	<b>\$338</b>	<b>\$162,710</b>	<b>\$41</b>	<b>\$13,550</b>	<b>\$13,592</b>	<b>\$1,781</b>	<b>(\$281)</b>	<b>\$2,500</b>	<b>\$194,231</b>

See Independent Accountants' Compilation Report



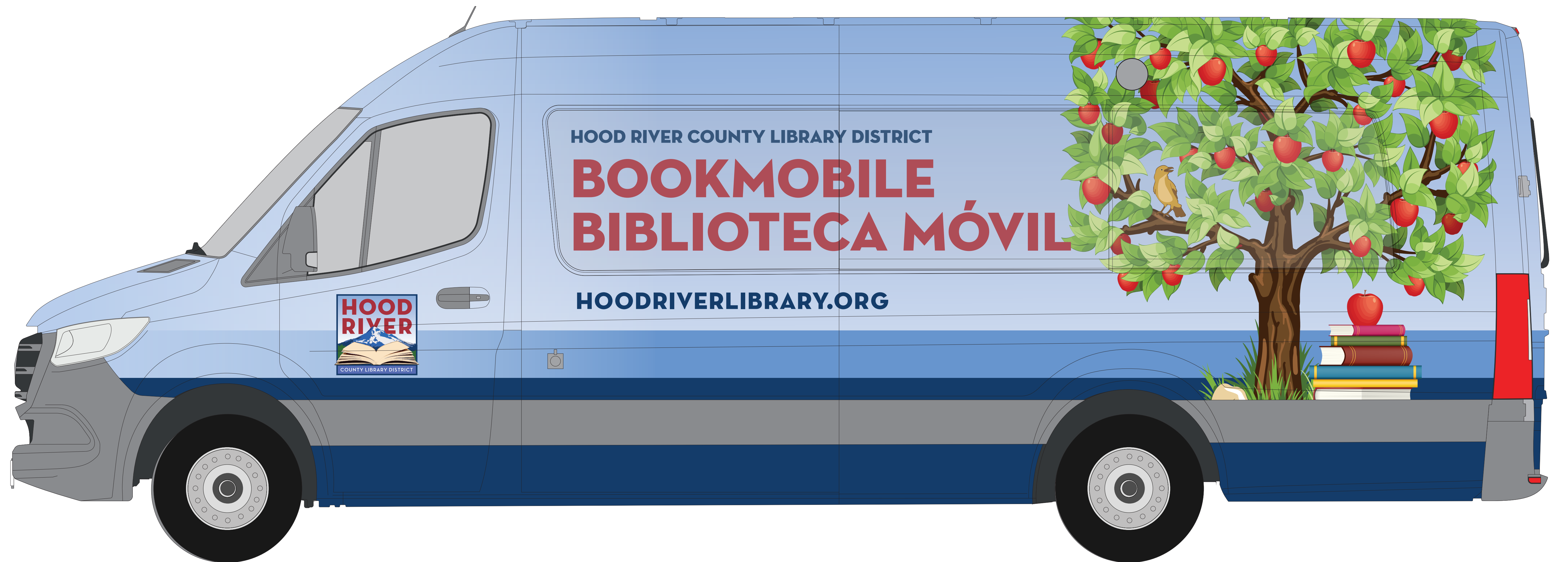
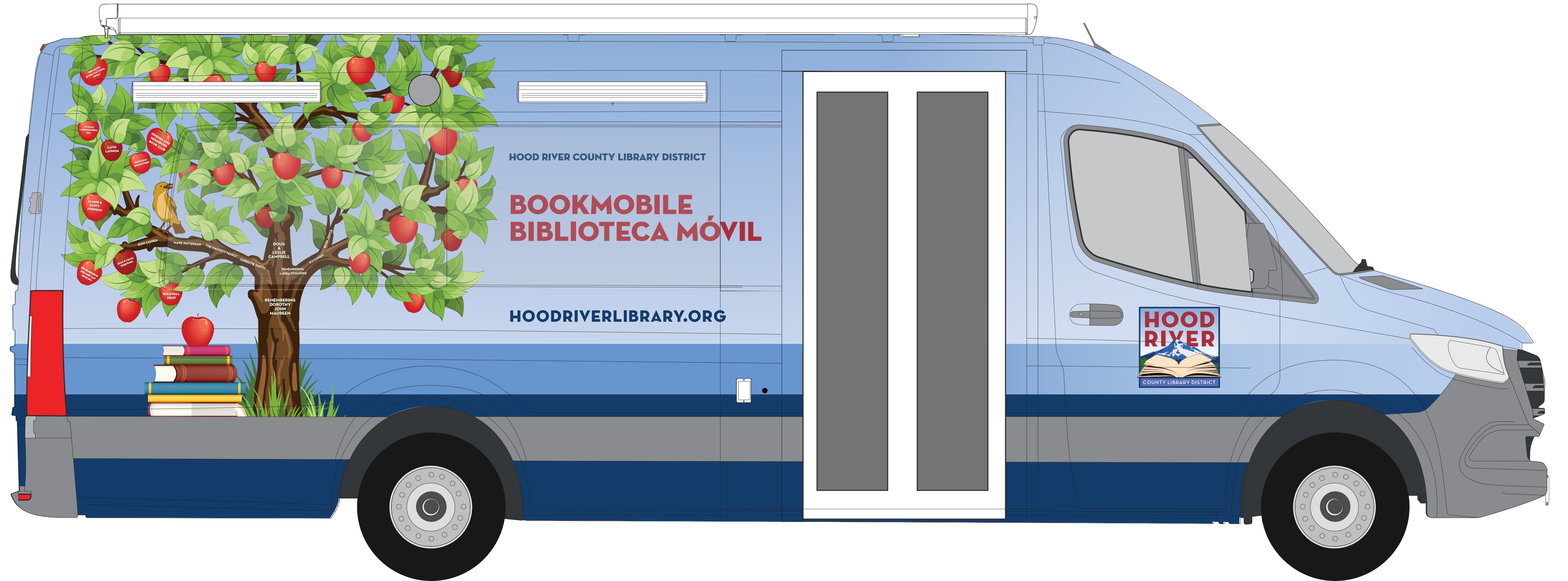
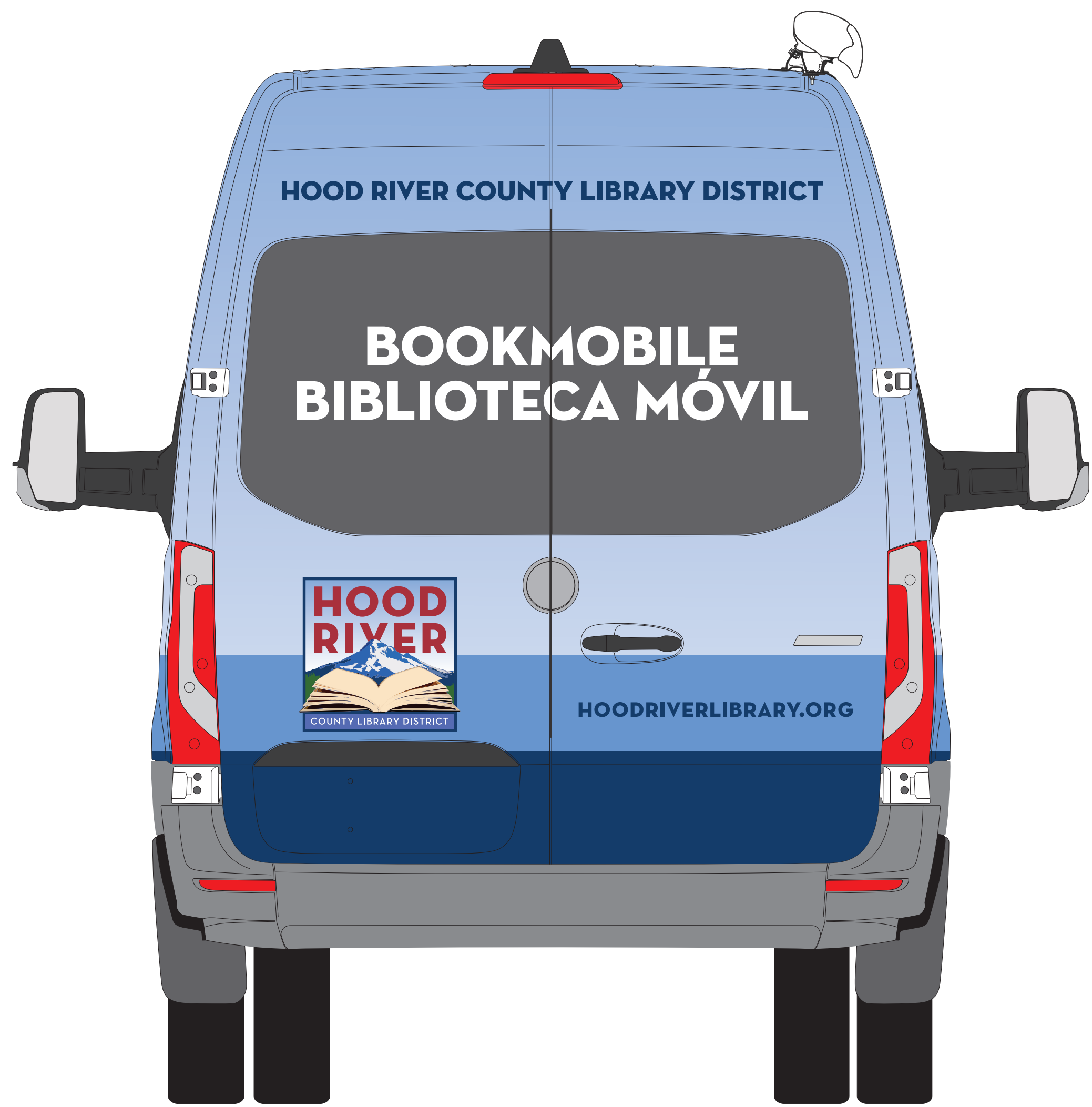


**FARBER**  
SPECIALTY VEHICLES  
*Custom Coach*™  
Columbus, Ohio

17478 Hood River County Library

10'





**FARBER**  
SPECIALTY VEHICLES

*Custom Coach*™  
Columbus, Ohio

17478 Hood River County Library

10'



**HOOD RIVER COUNTY LIBRARY DISTRICT  
ATTORNEY SERVICES CONTRACT RENEWAL**

**PARTIES:**

Hood River County Library District ("Client")  
502 State Street  
Hood River, OR 97031

VanKoten & Cleaveland LLC ("Contractor")  
417 Sherman Ave., Ste. 7  
Hood River, OR 97031

**RECITALS**

- A. Contractor was engaged to provide legal services to the District pursuant to an Attorney Services Contract, which has been renewed, and the renewal expires on February 28, 2022;
- B. The Contract may be renewed by mutual consent of the Parties; and
- C. The Parties desire to renew the contract for an additional one year term.

NOW, THEREFORE, BASED ON THE MUTUAL PROMISES OF THE PARTIES,  
THE PARTIES AGREE AS FOLLOWS:

- 1. The renewal term of the Contract is for one (1) year. Unless this Contract is terminated in accordance with its terms or extended, this contract ends on February 28, 2023.
- 2. All other terms and conditions of the Contract remain in full force and effect.

**IT IS SO AGREED** by the Parties hereto as indicated by the signatures of their authorized representatives:

CONTRACTOR

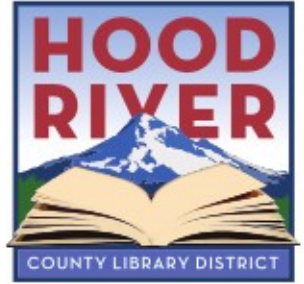
CLIENT:

\_\_\_\_\_  
Ruben Cleaveland date  
VanKoten & Cleaveland LLC

\_\_\_\_\_  
Jean Sheppard, President date



## 2022-2023 Budget Calendar



### **Wednesday, April 20, 2022**

Publish Website Notice of First Budget Committee Meeting  
(5 - 30 days before hearing)

### **Wednesday, April 27, 2022**

Publish Newspaper Notice of First Budget Committee Meeting  
(5 - 30 days before hearing, at least 5 days apart)

### **Tuesday, May 10, 2022, 6:00 – 8:00pm, Zoom and/or in-person meeting**

First Budget Committee Meeting

- Receive budget message
- Presentation of budget document
- Budget Committee deliberations and questions
- Public comment

### **Tuesday, May 17, 2022, 6:00 – 7:00pm, Zoom and/or in-person meeting**

Second Budget Committee Meeting  
(if necessary)

- Budget Committee deliberations and questions

### **Wednesday, June 1, 2022**

Publish financial summaries and Notice of Budget Hearing  
(one publication, 5 – 30 days before hearing)

### **Tuesday, June 14, 2022, 7:00pm, Zoom and/or in-person meeting**

Public hearing

- Meeting to adopt budget, appropriate funds, and levy property taxes

### **Friday, July 1, 2022**

Deliver notice of property tax form LB-50 to County Tax Assessor  
(by July 15)

- LB-50 (2 copies)
- Resolution passing budget (2 copies with original signatures)
- Budget (2 copies)
- Affidavits of publication (Budget Committee meeting & Budget Hearing)

502 State Street  
Hood River - OR 97031

**541 386 2535**

[www.hoodriverlibrary.org](http://www.hoodriverlibrary.org)

**Subject:** New submission from Budget Committee Seeking Member

**From:** "info@hoodriverlibrary.org" <info@hoodriverlibrary.org>

**Date:** 1/29/2022, 2:25 PM

**To:** rachael@hoodriverlibrary.org

**Name**

Dyani Moore

**Email**

[walnut4@gmail.com](mailto:walnut4@gmail.com)

**Phone**

(310) 293-7361

**Address**

947 28th St  
Hood River, Oregon 97031  
United States

[Map It](#)

**1. Why are you interested in serving on the Budget Committee?**

My daughter is on the teen council and volunteers regularly for the library. The library was a great asset for our family when we moved in 2019.

**2. Have you served in similar capacities in the past and, if so, under what circumstances?**

I am on the board of our small HOA. Not as much experience with budget but I do like to learn new skills.

**3. Please provide us with a brief resume of your background and your activities in the community.**

In California, I worked for the school district with kids with special needs and volunteered regularly at my kids schools, putting together talent shows and PTA events. I volunteered at the local hospital in Torrance, Ca.

Since we moved to Hood River, I am on the high school Site council and volunteer weekly for meals on wheels.



**Subject:** New submission from Budget Committee Seeking Member

**From:** "info@hoodriverlibrary.org" <info@hoodriverlibrary.org>

**Date:** 2/7/2022, 1:25 PM

**To:** rachael@hoodriverlibrary.org

---

**Name**

Andrea Krol

**Email**

[andreakrol@yahoo.com](mailto:andreakrol@yahoo.com)

**Phone**

(541) 340-0360

**Address**

303 SHERMAN AVE  
HOOD RIVER, Oregon 97031  
United States  
[Map It](#)

**1. Why are you interested in serving on the Budget Committee?**

My interest in the library Budget Committee is twofold:

1. I am long-time gorge resident with a huge passion for public library. Public library access is one of the greatest services our community can offer. It's one of the few places in our society where you can still access service without cost or expectation. Oh, and the books are great :)
2. I have a background in budget preparation and management. In my experience I have found that what is included in an organization's budget is the core of it's mission.

**2. Have you served in similar capacities in the past and, if so, under what circumstances?**

I am currently serving a 3 year membership on the budget committee for Mid-Columbia Economic Development District (MCEDD).

Prior to my current position, I did budget analyst work with Mid-Columbia Medical Center.

**3. Please provide us with a brief resume of your background and your activities in the community.**

Work History

Moss Adams (current)

Healthcare Consulting Manger

- Preparation and consulting guidance on Medicare Cost Reports for hospitals, skilled nursing facilities, home health and hospice, and clinics
- Financial turnaround
- Project work for healthcare entities

Mid-Columbia Medical Center

Financial and Operations Analyst, Mid-Columbia Outpatient Clinics

- Responsible for all phases of outpatient clinic budget development
- Developed fiscal strategy and revenue projections
- Trained managers on budgeting process
- Monitored budget measures throughout the fiscal year and reviewed monthly variance
- Key performance indicators
- Public Information Officer and Crisis Prevention Institute instructor

Cape Eleuthera Foundation (not for profit in The Bahamas)

- Communication Manager

R.V. Kuhns & Associates, Inc., Portland, Oregon

- Public Funds Analyst

Current community activities:

--Budget Committee, MCEDD

--Neighborhood Leader Project

--New mom :)

## INTERGOVERNMENTAL AGREEMENT

### AGREEMENT REGARDING EXCHANGE OF LIBRARY SERVICES Metropolitan Interlibrary Exchange

This is an Agreement regarding library services among Clackamas County, Washington County, the Multnomah County Library District, and the Hood River County Library District pursuant to authority granted in ORS Chapter 190, and the Fort Vancouver Regional Libraries, a Washington inter-county rural library district, pursuant to authority granted in RCW Chapter 27.12, and the City of Camas, Washington, pursuant to authority granted in RCW Chapter 35A.27.010, herein referred to as “Party or Parties.”

#### PURPOSE:

The purpose of this Agreement is to exchange public library services offered by each Party to the residents of the areas served by the other Parties.

WHEREAS, the Parties desire to enter into an agreement for the exchange of library services which continues the program on the terms set forth below;

#### NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:

1. **EXCHANGE OF SERVICES.** The Parties shall each offer to residents of the other Parties, all library services provided to residents of their respective service areas upon the same terms and conditions applicable to the residents of their individual service areas, unless exceptions are agreed upon by all Parties.
2. **TERM.** The term of this Agreement shall be from execution through and including June 30, 2027. It is the intent of the Parties that this Agreement becomes effective on July 1, 2022.
3. **REVIEW.** The Manager of LINCC Library Services, the centralized services team supporting the Libraries in Clackamas County (LINCC), the Director of Hood River County Library District, the Director of Multnomah County Library District, the Manager of the Washington County Cooperative Library Services, the Executive Director of Fort Vancouver Regional Libraries, and the Director of the City of Camas Library shall meet as needed to review library use covered by this Agreement, and to consider other cooperative efforts or ventures that might further services to residents.
4. **WITHDRAWAL AND TERMINATION.** This Agreement may be terminated upon the mutual agreement of all signatories or by the remaining Parties if other Parties have previously withdrawn. Any Party may withdraw from further participation in this Agreement for any reason upon ninety (90) days written notice to the other participating Parties.

5. **INDEMNIFICATION** Subject to the limitations and conditions of the Oregon Constitution and the monetary limits of the Oregon Tort Claims Act, ORS 30.260 through 30.300 and the limitations and conditions of the Washington Constitution, RCW Chapter 4.96, RCW 4.08.120, and RCW 4.24.470, each Party shall indemnify, defend and hold harmless all other Parties from and against all liability, loss and costs arising out of or resulting from the acts of that Party, its officers, elected officials, employees and agents in the performance of this Agreement.
6. **INSURANCE.** Each Party shall be responsible for providing worker's compensation insurance as required by law. The Parties shall not be required to provide or show proof of any other insurance coverage.
7. **ADHERENCE TO LAW.** Each Party in the State of Oregon shall comply with all federal, State of Oregon and Oregon local governmental laws and ordinances applicable to this Agreement. Each Party in the State of Washington shall comply with all federal, State of Washington, and Washington local governmental laws and ordinances applicable to this Agreement.
8. **NON-DISCRIMINATION.** Each Party in the State of Oregon shall comply with all requirements of federal and State of Oregon civil rights and rehabilitation statutes, and Oregon local governmental non-discrimination ordinances. Each Party in the State of Washington shall comply with all requirements of federal and State of Washington civil rights and rehabilitation statutes, and Washington local governmental non-discrimination ordinances.
9. **ACCESS TO RECORDS.** Each Party shall have access to the books, documents and other records of the other Parties which are related to this agreement for the purpose of examination, copying and audit, unless otherwise limited by law.
10. **DATA.** Data in support of this agreement will be shared as agreed upon by all Parties. Shared data will be usage counts only, patron data will not be shared.
11. **SUBCONTRACTS AND ASSIGNMENTS.** None of the Parties will subcontract or assign any part of this Agreement without the written consent of the other Parties to this Agreement.
12. **THIS IS THE ENTIRE AGREEMENT.** This Agreement constitutes the entire Agreement among each Party. This Agreement may be modified or amended only by written agreement of the Parties.
13. **GOVERNING LAW.** Except as otherwise provided in Paragraphs 5, 7 and 8 herein, the provisions of this Agreement shall be construed in accordance with the laws of the State of Oregon without giving effect to the conflict of law provisions thereof.
14. **COUNTERPARTS.** This Agreement may be executed in one or more counterparts, including by signature pages delivered in electronic format, each of which shall be

deemed an original, but all of which taken together shall constitute one and the same instrument.

**FOR CLACKAMAS COUNTY**

**Approved as to form:**

By \_\_\_\_\_  
Board of County Commissioners,  
Clackamas County

By \_\_\_\_\_  
County Counsel,  
Clackamas County

Date \_\_\_\_\_

**FOR MULTNOMAH COUNTY LIBRARY  
DISTRICT**

**Reviewed:**

By \_\_\_\_\_  
Vailey Oehlke  
Director of Libraries

By \_\_\_\_\_  
Multnomah County Attorney

Date \_\_\_\_\_

**FOR WASHINGTON COUNTY**

**Approved as to form:**

By \_\_\_\_\_  
County Administrator,  
Washington County

By \_\_\_\_\_  
County Counsel,  
Washington County

Date \_\_\_\_\_

**FOR FORT VANCOUVER REGIONAL  
LIBRARIES**

By \_\_\_\_\_  
Amelia Shelley  
Executive Director

Date \_\_\_\_\_

**FOR HOOD RIVER COUNTY LIBRARY  
DISTRICT**

By \_\_\_\_\_  
Rachael Fox  
Library Director

Date \_\_\_\_\_

**Approved as to form:**

By \_\_\_\_\_  
Board President  
Hood River County Library District

**FOR CITY OF CAMAS**

By \_\_\_\_\_  
Connie Urquhart  
Library Director

Date \_\_\_\_\_

**Approved as to form:**

By \_\_\_\_\_  
City Attorney, City of Camas

# PROPOSAL COVER LETTER

**Thank you for the opportunity to share with you our approach to the research, conversation, partnership, and planning that results in positive change.**

Constructive Disruption is a woman-owned LLC based in Oregon. Founded in 2019, Constructive Disruption is a cooperative effort involving library consultants with disparate and complementary areas of expertise, located across the country. We pool our knowledge and experience in the belief that collaborators with different viewpoints create superior end products. You will find additional information on the personnel involved in this proposal on page 5 of the enclosed proposal, as well as resumes attached as appendices.

The main goal of Constructive Disruption is to ensure sustainability by unlocking organizational and stakeholder priorities so libraries like Hood River County Library District may carry forward diverse, equitable, and inclusive strategic endeavors for years to come. Our focus is on co-creation and partnership. We believe we bring a new perspective that takes advantage of the shift in relationships brought on by COVID as well as capitalizing on the need for library institutions to be thoughtful and deliberate in exploring new areas of focus. (For more on Constructive Disruption and a look at how we approach strategic planning, please see pages 2, 3, and 4 of the proposal.) If you believe your organization's greatest asset is in its people, we're the consulting group for you.

A strengths-based, human-centered approach sets our consultancy work apart. At the heart of Constructive Disruption is a group of dedicated professionals with a collective passion for libraries and the communities they serve. We hope to share that passion with you.

Company Name: Constructive Disruption LLC

Mailing Address: 3711 NE 8th Ave, Portland, OR 97212

Contact person: Stephanie Chase, Founding Principal  
sayhey@constructivedisruption.info, 971-444-9231

Signature: 

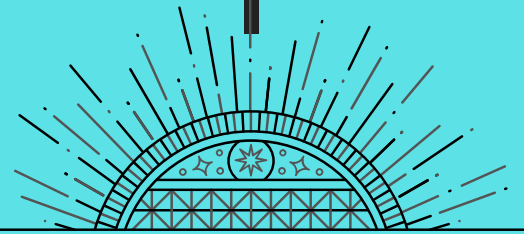
Date: 02/09/22

Title: Founding Principal



PROJECT PROPOSAL

# HOOD RIVER LIBRARY STRATEGIC PLAN



**CONSTRUCTIVE  
DISRUPTION**

**PROPOSED BY  
STEPHANIE CHASE,  
CONSTRUCTIVE  
DISRUPTION, LLC**



02	ABOUT CONSTRUCTIVE DISRUPTION
03	OUR VIEW ON PLANNING: ENGAGEMENT TECHNIQUES, DATA, RESEARCH
05	OUR TEAM
06	PROJECT APPROACH
10	PROJECT COST & TIMELINE
11	REFERENCES

## TABLE OF CONTENTS

# CONSTRUCTIVE DISRUPTION ABOUT US

At Constructive Disruption, we believe a good plan is created in collaboration. When staff and key leadership contribute to a plan it is more likely to become part of their everyday work life. This may be direct participation in writing the plan, leading sessions with community members, collecting input, consulting in how to operationalize the plan, embracing the mission, presenting to the stakeholders, revising the data collected in order to support the goals in the finished plan — there are a multitude of possibilities. When the staff contribute, they're more likely to take ownership of and feel pride in their library.

## BREAKING DOWN BARRIERS TO PROGRESS

We believe the planning process is strongest when those in the organization leverage their expertise, and take a leadership role in collecting community aspirations. **At Constructive Disruption, our planning processes are built with this collaborative mindset at the heart. This strengths-based, human-centered approach is what sets our consultancy work apart.**



We at Constructive Disruption acknowledge our privilege as white practitioners in a predominately white-led profession. We are committed to keeping the voices and experiences of those who have historically been overlooked front of mind throughout our processes. This is particularly crucial in data and evaluation, where the principles of data justice guide our work.

The main goal of our work is to ensure sustainability by unlocking organizational capacity, providing new insights and new techniques that enable those involved to successfully carry the work forward.

**If you believe your organization's greatest asset is its people, we're the group who truly believes in helping you grow and celebrate that asset.**



## OUR VIEW ON ENGAGEMENT TECHNIQUES

**Your organization is stronger when it closely reflects the needs and wants of the service population—your member libraries—with those served leading the way.**

Together we will determine the best tools for collecting community opinions. Our approach centers around community aspirational thinking; our menu of community input methodologies and toolkits to shape our engagement questions and activities includes:

- The International Association for Public Participation (IAP2)'s **Public Participation Pillars**;
- Harwood Institute tools of engagement, including the **Turning Outward** process;
- A **range of brainstorming methods**, giving ample opportunity for individual and group, verbal and non-verbal, and written and kinesthetic options for contributions. **A particular favorite is the World Cafe method**;
- Principles of **Design Thinking**, including empathy mapping and prototyping;
- **Passive collection**: post-its, dotting, or other individually interactive methods;
- **Asset Based Community Development**;
- **Government Alliance on Race and Equity** (GARE)'s **toolkits**.



# OUR VIEW ON ENGAGEMENT DATA & RESEARCH

**Research and the collection of data is an opportunity to move beyond the bias of the status quo. In public service, we often fall prey to serving the customer profile we interact with the most, seeking to continuously improve that customer's experience. Constructive Disruption will help you move beyond that tendency.**

Traditional input, particularly in libraries, typically falls into what we would describe as “more:” more hours, more training, more availability, more resources, etc. It is important to go deeper and engage around what these requests for “more” truly mean.

Our planning processes provide you an opportunity to:

- **Reach out to a potential new partner group**, particularly one that represents a voice not typically reflected;
- **Rigorously examine the gaps** between what collected data shows and what services are actually used and requested;
- **Test what opportunities we are missing** in our volunteer or leadership programs;
- **Seek to understand what implicit “keep out” messages** we are sending, and engaging members in how to turn them into messages of welcome.

# PROJECT TEAM

## STEPHANIE CHASE, FOUNDING PRINCIPAL



With more than twenty years of experience in local and municipal government, serving communities ranging from the small and rural in New England, resort communities, and some of our largest urban centers on both the east and west coasts, Stephanie is an accomplished innovator and change leader with significant experience leading organizational design and effectiveness and community engagement initiatives.

In addition to her leadership roles, Stephanie was the founder of two non-profits, has been active in local government organizations, and currently serves on the Board of Directors for the Public Library Association.

## AUDREY BARABAKOFF, ENGAGEMENT SPECIALIST



Audrey is passionate about helping libraries build capacity for equity, diversity, inclusion, and social justice through community-centered planning. With a decade of public library service and leadership, Audrey has designed and led community engagement and assessment processes for library systems ranging from a rural single location to large county systems.

Audrey honed her expertise in quantitative and qualitative research and analysis while pursuing her doctorate in Organizational Change and Leadership from the University of Southern California. She is author of **Adults Just Wanna Have Fun: Programs for Emerging Adults** (ALA Editions, 2016) and the forthcoming **Twelve Steps to a Community-Led Library** (ALA Editions, Fall 2022).



# PROJECT APPROACH

The Hood River County Library District is at a unique position: having met most of the strategic goals in its most recent plan, HRCLD is able to explore how to best move forward out of the pandemic, bringing together the lessons learned and the opportunities for innovation to a new plan.

The project approach on the following pages outlines a process that will achieve these outcomes:

- Continuous communication and collaboration between Constructive Disruption and Hood River library leadership;
- Engagement with staff, Board members, stakeholders, and community members through formal and informal opportunities;
- Facilitation, including reporting out, of member engagement sessions, held in-person and/or virtually;
- Increased awareness by community members of existing, and potential, services or programs;
- Opportunities for participation and engagement for all library staff able to do so.

In addition to the stated outcomes, our work will be structured to develop specific goals under each of the major strategies, paving the way for Hood River to develop annual work plans.

It is our priority to ensure the proposed recommendations are realistic, based on capacity and available resources, and, while aspirational, is also practical, focusing on what the Hood River library is uniquely positioned to provide.



# PROJECT APPROACH

## PHASE ONE: PRE-WORK AND TEAM DEVELOPMENT

Hood River County Library will be responsible for developing a project leadership team, which should include members of library leadership, library staff, and key volunteers, including one to two Board members. These project leaders will play a critical role in direct member outreach, ensuring relationships built and strengthened remain within the organization.

Starting in the spring of 2022, Hood River County Library District staff will begin their pre-work, developing the project team as described above, reviewing current data, and synthesizing important data, stories, and demographics into a strategic planning packet, supported by Constructive Disruption. Engagement will begin as the weather warms and continue through summer.

Once the team is developed, Constructive Disruption will work with the team to come to common understanding about the project as well as develop the community survey.



### **Throughout the months of April and May 2022, Constructive Disruption will:**

- hold a virtual kick-off meeting with the project leadership team;
- work with the Board to review and refine the vision and mission statements;
- offer up to four hours of virtual planning support for project leadership;
- co-develop with the project team a community survey;
- review the strategic planning overview packet;
- provide support for informal and passive engagement opportunities.



# PROJECT APPROACH

## PHASE TWO: ENGAGEMENT AND OUTREACH

As summer begins and we are able to connect with community members with fewer COVID-related restrictions, the next several months are spent engaging with library staff, partners, and community members in a variety of ways, which include frequent, informal passive engagement opportunities, such as questions, polls, or prompts in communications to members; virtual town halls for direct engagement and plan development; and supporting project leadership in one-on-one calls with stakeholders.

### **Between June and August 2022, Constructive Disruption will:**

- Hold two "town hall" work sessions for community members, focusing on goal development and measurements of success;
- Hold one "town hall" session for staff and key volunteers;
- Release and analyze the results of the community survey;
- Continue planning support/project check-ins with project leadership;
- Continue to support Hood River in developing and implementing frequent passive engagement opportunities to collect community member input.



The goals for this portion of the work include:

- discovering potential strategic priorities;
- crafting attainable goals;
- developing potential measurements of success, testing the proposed initiatives with community members while frequently testing these desired outcomes against previously collected data.

We ask the project team be active participants in data collection, as we believe continuity for members is key. With project leadership as part of the process, relationships with community members and partners will be strengthened.



# PROJECT APPROACH

## PHASE THREE: STRATEGIC PLAN DEVELOPMENT

As we come into the final months of the plan, it is time to bring everything we have learned together.

**During late August and September 2022, Constructive Disruption will:**

- hold a engagement session with the project team to finalize strategic initiatives and goals (we propose an in-person session over the course of two days);
- hold a check in session with the Board, covering work to date;
- prepare the draft of the final report, including proposed strategic initiatives, supporting goals, and a framework for a first year action plan;
- complete any revisions of the plan as needed and prepare a final draft;
- virtual planning support or project check-ins with project leadership;
- support for project team to present a draft of the plan at the September 2022 Board meeting, for approval at the October 2022 meeting.

Constructive Disruption will provide project leadership with the final draft of the plan by the end of September, incorporating Board feedback.



This proposal has been structured for Hood River project team members to take the lead on in-person engagement, so as to reduce costs and strengthen local relationships. This work will be supported by Constructive Disruption, including Spanish-language support.

At the first meeting with library leadership, we will work together to determine which portions of the project would be best in person, in addition to the final project team meeting. Travel expenses will be billed at cost, and are approximately \$1250 per visit; one-day visits or visits by only one consultant will be lower. There are three visits budgeted.

# PROJECT COST & TIMELINE

	Description of Work	Total Hours	Total Cost
Phase One: April and May 2022			
	Virtual kick off for leadership & stakeholder group	6	\$750
	Up to four hours check in meetings with project leadership	6	\$750
	Attend two Board meetings, one to develop the vision statement, one the mission statement	16	\$2,000
	Review data/strategic plan booklet	6	\$750
	Co-develop community survey and prepare for release	8	\$1,000
	Support and preparation for passive engagement	2	\$250
	<b>HRCLD Project Team: develop strategic plan booklet</b>		
Phase Two: June through August 2022			
	Community Town Halls (2 sessions, two hours each)	16	\$2,000
	Staff & Volunteer Town Hall (virtual, one session, two hours)	10	\$1,250
	Survey analysis: review with project team	11	\$1,375
	Up to four hours check in meetings with project leadership	10	\$1,250
	Support and preparation for passive engagement	2	\$250
	<b>HRCLD Project Team: 1:1 interviews with key stakeholders</b>		
Phase Three: August and September 2022; October 2022			
	Project Team Brainstorming Session	28	\$3,500
	Draft strategic plan	10	\$1,250
	September Board meeting draft presentation & workshop	6	\$750
	Strategic Plan revisions and final design	4	\$500
	Up to four hours, check in meetings with project leadership	6	\$750
	Support Project Team to prep for Board presentation in October	2	\$250
	<b>HRCLD Project Team: present plan to Board at October 2022 meeting</b>	0	\$0
General Project management (emails, scheduling, etc.)		10	\$1,250
		<b>159</b>	<b>\$19,875</b>
Travel — up to three in-person trips + Project Team session in Phase 3			<b>\$4,500</b>
Not-to-exceed total			<b>\$24,375</b>



## REFERENCES

### Jennifer Addington

Director  
Palos Verdes Library District  
(310) 377-9584 ext. 200  
jaddington@pvld.org

### Justin Keeler and Sam Wallin

Project Leads, Strategic Planning Process; Outreach and Community Partnerships Director  
& Data Analyst & Projects Coordinator  
Fort Vancouver (WA) Regional Libraries  
(360) 906-5000  
jkeeler@fvrl.org and swallin@fvrl.org

### Sarah Sogigian

Executive Director, Massachusetts Library System  
(866) 627-7228 x311  
sarah@masslibsystem.org



# Stephanie Chase

**Leader + Innovator**

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## Stephanie Chase

3711 NE 8th Ave  
Portland, OR 97212

971/444.9231

[stephanie.d.chase@gmail.com](mailto:stephanie.d.chase@gmail.com)

<https://www.linkedin.com/in/stephaniedchase/>

<https://twitter.com/acornsandnuts>

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## Experience

### **Libraries of Eastern Oregon / Executive Director**

2020-PRESENT, BAKER CITY, OR

Provides coordinating leadership support for the 40-plus member libraries serving Oregon's counties east of the Cascades.

### **Constructive Disruption / Founding Principal**

2019-PRESENT, PORTLAND, OR

Consultancy focused on supporting the government sector in organizational development and design, workplace culture and transformation, creating and supporting high performing teams, transition and change management and support, strategic planning, innovative work practices, and hiring and recruitment practices to support a diverse, inclusive, welcoming culture.

### **City of Hillsboro / Director of Libraries**

2014 - 2020, HILLSBORO, OREGON

Responsible for the leadership of the library services department of the City of Hillsboro; member of the City of Hillsboro Senior Leadership Team. Highlights include redefining the library's customer services model and the organizational restructure of 72 FTE from a traditional, hierarchical model to a horizontal model, focusing on strengths-based leadership and participatory culture. Managed a departmental budget of over \$11 million.

### **BiblioCommons / Strategist**

2013-2014, TORONTO, ONTARIO

Developed client support strategies for the over 200 organizations part of the global BiblioCommons community, including training, development, documentation, and B2B communications.

### **The Seattle Public Library / Director of Library Programs and Services**

2012-2013, SEATTLE, WASHINGTON

Responsible for the division charged with the entirety of direct public services for the 26 location system from service design to personnel to collection costs. Spearheaded an organizational restructure covering approximately 650 staff in partnership with organized labor. Managed the divisional budget of over \$60 million as well as supporting the expenditure of a \$129 million tax levy.

## Experience, continued

### **Multnomah County Library / Reference, Adult Services, and Programming Coordinator**

2010-2012, PORTLAND, OREGON

Led the division responsible for coordinating services to adults, including direct information services, programming and outreach, and staff training. Partnered with organized labor to redefine direct information service staff positions.

*PRIOR WORK EXPERIENCE includes nearly a decade of work as a department director in small and rural municipalities in Vermont and New Hampshire, including Stowe, Vermont, Marlborough, New Hampshire, and Westford, Vermont.*

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## Committee and Board Work

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### **Public Library Association / Board of Directors**

2017-PRESENT

Currently serves on the governing board for the Public Library Association, the largest trade organization for public librarians in the United States. Acts as the Association's representative on Council, the governing and policymaking body for the 50,000 member American Library Association. Involved with committee work in the Public Library Association since 2009.

### **LibraryReads / Founding member, inaugural Board Chair**

2012-2018

As a founding member, worked closely with the five largest publishers in the United States to illuminate the role of libraries in the reading and author discovery market. Responsible for leading LibraryReads through the federal incorporation process to become a 501(c)4 as well as hiring the organization's first staff, including an Executive Director. The organization's model has since been replicated in Australia and in Canada.

### **Green Mountain Library Consortium / Founding President**

2008-2013

Founded the consortium in 2007 to provide coordinated statewide digital services, including a statewide open source project. Responsible for leading the organization through the process to become a 501(c)3.

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## Education

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### **Pratt Institute / Master of Library and Information Science**

1999-2000, New York, NY

*Summa Cum Laude* honors

### **University of New Hampshire / Bachelor of Arts, English**

1995-1998, Durham, NH

*Summa Cum Laude* honors

# Audrey Barbakoff

5454 Rose Ave NE, Bainbridge Island, WA 98110  
T: 847.651.7633 E: audrey.barbakoff@gmail.com  
thebookaneer.com

## Summary

**Inclusive leader | Equitable community builder | Nationally recognized innovator  
Seasoned manager of people and projects | Proven steward of public resources**

## Professional Experience

**Community Engagement & Economic Development Manager,  
King County Library System. July 2017-present**

As a senior leader within the Outreach, Programs, and Services group, leads department and cross-functional teams responsible for service excellence for adults, serving 1.4 million people across 50 locations. Includes: programs, readers' services, information services, health and social services, older adult services, economic empowerment, Ask KCLS call/email center, and mobile services.

- Direct supervisory chain of 25; leading matrix of up to 300.
- Annually, successfully manages budget of 2.7 million; brings in up to 100k in grants.
- Proven exceptional manager: post-COVID turnover in my teams dramatically lower than organizational average, with frequent requests to transfer onto my teams.
- Developed and led service recognized as a ULC's 2020 Top Innovator

**Consultant, Primary Source. Nov 2018-present**

Consults with public libraries on strategic planning and community engagement.

- Developed Burlington PL strategic plan. Led staff activities, focus groups, surveys.

**Adult Services Manager, Kitsap Regional Library. Nov 2013-July 2017**

Developed a vision for adult services. Innovated nationally recognized programs using outcomes-based planning. Facilitated creative, cross-functional teams.

- Co-led a community engagement process, contributing to successful levy lid lift.
- Developed new Adult Services team in a matrixed, dispersed environment.
- Expanded Outreach department capacity by 25% with no budget impact.
- Integrated adults into Summer Learning, growing YoY participation 32%.

**Adult Services Librarian, Kitsap Regional Library. Oct 2011 – July 2014**

Provided reference and readers' advisory to all ages. Designed and implemented creative programs and partnerships. Maintained branch adult fiction collection.

- Recognized as a Library Journal Mover & Shaker for innovative adult programming, especially Ferry Tales, a book group on board a commuter ferry.
- Selected as a 2013 Kitsap Peninsula Business Journal "40 under 40."

**Youth and Adult Services Librarian, Milwaukee Public Library. July 2010 – Oct 2011**

Provided English and Spanish reference, readers' advisory, and outreach to youth and adults. Managed several large, popular collections. Served as Librarian-in-Charge. Coordinated the citywide Teen Advisory Board.

## Education

**Ed.D. in Organizational Change and Leadership.** U. of Southern California, 2021.

*Dissertation: Building Capacity for Equity, Diversity, and Inclusion in Public Library Programs through Community-Led Practices: An Innovation Model.*

**MLIS and Certificate in Values in Society.** University of Washington, 2010.

**BFA in Theatre Design, Technology, & Management. Spanish Minor.** U. of Illinois, 2007.

<b>Grants Awarded: Highlights</b>	King County Digital Equity Grant. \$66,000	2021
	KCLS Foundation. Up to \$180,000, awarded annually.	2018-21
	IMLS National Leadership Grant for Libraries. \$383,389.	2015
	Mobile Beacon Pilot Library Award. \$18,000 in-kind.	2015
	Paul G. Allen Family Foundation. \$200,000.	2013
<b>Service and Community Leadership: Highlights</b>	Bellevue College Tombolo Institute Design Thinking Program, Advisory Board	2021-22
	ALA Councilor-at-Large	2014-17, 2018-21
	ALA Intellectual Freedom Round Table, Chair	2019-20
	ALA Emerging Leaders Co-Chair	2016-19
	Kitsap County Accessible Communities Advisory Committee, Founding Member	2016-17
	Kitsap County Area Agency on Aging, Advisory Council	2015-17
	Leadership Kitsap, Board of Directors, Projects Co-Chair	2017
	Leadership Kitsap, Graduate	2016
	Island Theatre, Board Member	2013-14
	ALA Emerging Leader	2013
<b>Publications: Highlights</b>	2022. <i>Twelve steps to a community-led library</i> . Chicago, IL: ALA Editions.	
	2020. Developing a community-centered framework for equitable economic empowerment. In M. Davis Fournier & S. Ostman (Eds.), <i>Ask, listen, empower</i> . Chicago, IL: ALA Editions.	
	2019. Building a Future-Ready Workforce: The Role of Public Libraries in Creating Equitable, Resilient, and Entrepreneurial Communities. <i>Public Libraries Quarterly</i> .	
	2017. Balancing connections and collections. <i>Library Journal</i> , 142(15), 32.	
	2016. <i>Adults just wanna have fun: Programs for emerging adults</i> . Chicago, IL: ALA Editions.	
	2015. Get on board with community needs: Ferry Tales. In L. White & A. Molaro (Eds.), <i>The library innovation toolkit</i> . Chicago, IL: ALA Editions.	
	2014. Programs that pop: Radical home economics. <i>Library Journal</i> , 139(7).	
	2012. With Gomez, K. Virtual services to Latinos and Spanish speakers. In C. Smallwood & K. Becnel (Eds.), <i>Library services to multicultural patrons</i> . Lanham, MD: Scarecrow.	
	2012. With Barbakoff, B. (2012). Building on green: Sustainable thinking goes beyond green to unite library space and community. In M. Antonelli & M. McCullough (Eds.), <i>Greening libraries</i> . Los Angeles, CA: Library Juice Press.	
	2011-2015. Library Journal nonfiction reviewer.	
	2010. Libraries build autonomy. <i>Library Philosophy and Practice</i> , December, 1-6.	
	<b>Building Capacity for Community-Led Planning.</b> ALA Core webinar, 11.21. Strategic Library, 1.22, 3.22; ALA Public Programs Office, Q1 22.	
<b>Public Speaking: National, International, &amp; State Highlights</b>	<b>Develop a Blueprint to Meet the Needs of Your Community: Learn from Digital Navigators.</b> Library 2.0: Libraries as Community Anchors; 10.21. Urban Libraries Council webinar, 9.21.	
	<b>Hands-on Learning in the KCLS ideaX Makerspace.</b> Lima International Book Fair, 2019.	
	<b>Building a Future-ready Workforce: How Public Libraries Can Create Resilient and Entrepreneurial Communities.</b> With Jay Lyman. ALA MW, 2019.	
	<b>The Best Partner You Didn't Know You Had.</b> WA Workforce Development, 11.18.	
	<b>Ensuring the Future of Libraries: Connecting the Academy &amp; Profession.</b> ALA Annual, 2018.	
	<b>Taking Community Partnerships to the Next Level.</b> LibraryWorks webinar, 2.19; Florida Libraries webinar, 1.19; WebJunction webinar, 5.18; UW iSchool LIS 598 guest lecture, 1.18.	
	<b>Nuts and Bolts of Supervision.</b> LLAMA webinar 1.17; ALA Annual, 6.16.	
	<b>Adults Just Wanna Have Fun.</b> InfoPeople class, 5.17. Strategic Library webinar, 11.16 & 10.15; WLA conference, 4.14; Washington State Library webinar, 1.14; Wild Wisconsin Winter Web Conference, 1.14; Libraries Thriving webinar, 9.13; TRL Staff Day, 9.13.	





coraggiogroup

# Strategic Planning Facilitation Proposal

Hood River County Library District (HRCLD)

**February 9, 2022**

Submitted by Coraggio Group

2240 N. Interstate Avenue, Suite 300

Portland, OR 97227

503.493.1452

[coraggiogroup.com](http://coraggiogroup.com)







## A. Cover Letter

February 7, 2022

Rachael Fox  
Library Director  
Hood River County Library District  
502 State St.  
Hood River, OR 97031

Dear Ms. Fox and Members of the Selection Committee:

Thank you for the opportunity to submit a response to your Request for Proposals. On behalf of our Hood River County Library District (HRCLD) project team, I am happy to submit our firm's proposal of services for your Strategic Planning project. We are very much looking forward to the possibility of partnering with you on this important undertaking.

HRCLD has made the important decision to begin a strategic planning process that engages stakeholders and to develop a plan that responds to the needs of the community. Deciding on a consultant to partner with is a critical first step. You will need a consultant who understands the challenges of today's public institutions and has the skill and savvy to lead the District and its stakeholders through a dynamic and transparent process. As an Oregon-based consulting firm that focuses on strategic planning and change management, we believe we are ideally suited to meet your needs.

No doubt you will be talking with a few prospective partners during your consultant selection process, all of them uniquely qualified based on their backgrounds, experiences, and approaches. However, if you remember nothing else about our proposal, we hope you'll remember what we believe sets us apart.

- First, we are strategy and organizational change consultants, a balanced and effective blend of expertise. This means that we not only have what it takes to lead a strategic planning process, but we understand what it takes for such a plan to take root and flourish in a complex organization such as the HRCLD, while also serving as an engagement and communication tool with the broader community.
- Second, we have hands-on experience working with the public sector, including libraries and library systems. We also bring deep experience working with elected officials, department leaders, and community members and partners. This means we won't need "translation" to understand you and your stakeholders. We won't waste your time getting ramped up – we are already part way there.
- Finally, we bring a depth of experience in leading complex, high-profile planning processes where creating a plan may not mean satisfying all audiences, but it absolutely requires being mindful of and engaging all stakeholders. We are prepared to do what it takes to ensure that your planning process is transparent, inclusive, and accessible, and is one that will help the HRCLD position itself for the future.

We look forward to discussing our qualifications and approach with you in more detail and welcome any questions that you may have.

Sincerely,



Sarah Lechner  
Associate Principal  
Coraggio Group  
sarah@coraggiogroup.com  
503.493.1452 ext.1005







## B. Qualifications of Firm's Staff



# Project Team

For the HRCLD Strategic Plan, we've assembled a team of Coraggio's top consultants to deliver a process that will deliver an impactful Strategic Plan that will be equitable, adaptable, and nimble.

Team Member		Title	Role	Responsibilities	Experience
Sarah Lechner		Associate Principal	Project Manager; consultant	Stakeholder engagement, facilitation, data analysis, strategic recommendations	<ul style="list-style-type: none"> <li>• 15+ years consulting leaders in the design and execution of effective strategic and change plans; Experience working in social justice focused non-profits in the Portland-area.</li> <li>• M.A. in Leadership &amp; Organizational Development, Saybrook University</li> <li>• B.A. in Environmental Studies, Denison University</li> <li>• Certified in PROSCI® Change Management</li> </ul>
		Senior Business Analyst	Analyst	Stakeholder engagement, survey and data analysis	<ul style="list-style-type: none"> <li>• Background in business management and expertise in analytics</li> <li>• B.A. in Leadership and Management, Portland State University</li> <li>• B.A. in HR Management, Portland State University</li> </ul>



## Sarah Lechner

### Associate Principal

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Sarah is an influential change maker who champions direct alignment between values and strategies by taking a strengths-based approach to carefully design, communicate, and execute clear and intentional processes. She is a skillful consultant and trusted advisor who engages leaders in the design and execution of organizational development, strategic planning, process improvement, and change initiatives that effectively advance capability and culture.

- M.A. in Leadership & Organizational Development, Saybrook University
- B.A. in Environmental Studies, Denison University
- Certified in PROSCI® Change Management

Prior to joining Coraggio, Sarah spent 13 years working in social justice focused non-profits in the Portland-area. Her early roots in a community organizing role in North Portland affordable housing communities, shapes how Sarah approaches her consulting work now. Sarah draws on the principles of establishing mutually beneficial partnerships grounded in shared values, on the belief that the best solutions come from those most effected by a problem, and that those voices should be at the table before decisions are made, not after. Sarah emphasizes the power of processes and relationships in creating change and shifting cultures, including the influence of informal leaders.

#### Select Relevant Experience:

- Salem Public Library  
*Strategic Planning*
- Josephine Community Libraries District  
*Strategic Planning and Change Management*
- Sno-Isle Libraries  
*Executive Director Annual Evaluation Process Assessment*
- Oregon Higher Education Coordinating Commission  
*Strategic Planning*
- Clackamas Community College  
*Strategic Planning*
- North Clackamas Parks & Recreation District  
*Strategic Planning*
- Oregon Jewish Community Foundation  
*Strategic Planning*
- Portland Community Reinvestment Initiatives  
*Strategic Planning*
- Partners In Diversity  
*Strategic Planning*
- Wisconsin Department of Tourism  
*Strategic Planning*
- OHSU - Affirmative Action and Equal Opportunity  
*Strategic Planning*

## Project Support



**Yahya Haqiqi**  
Senior Business Analyst

Yahya is a passionate and motivated professional with a proven record of analyzing and finding solutions to business challenges. Skilled at researching, collecting, and effectively presenting large and complex data sets, Yahya prides himself on helping clients find the road to success. As a Senior Business Analyst, Yahya works with clients to help them find insights and creative solutions to their most complex problems. He is passionate about riding alongside his clients to help them identify roadblocks and how to overcome them.

- B.A. in Leadership and Management, Portland State University
- B.A. in HR Management, Portland State University

Prior to joining Coraggio, Yahya was the Business Manager for New Avenues for Youth. During his four years with the organization, he oversaw the development and day-to-day operations of one of their social enterprises. He successfully implemented and drove the business towards sustainability, increasing revenue by nearly 50% while driving down costs. He was also part of the Equity Team and helped the organization transition towards a more equitable future by helping New Avenues develop its first ever Equity Lens, Equity Statement and a comprehensive Equity Plan. During his time as a student for Portland State University, he worked on various consulting projects for small businesses like Tropic Salvage and Cipriano Designs as well as Portland State University's Audio-Visual Department.





## C. Organization Structure & Approach to This Project



# About Coraggio Group



Since 2005, our consultants at Coraggio have been helping leaders envision their organization’s future, create exciting plans, and foster the agile teams they need to get there. We’ve developed bold strategies, supported big organizational changes, inspired smarter ways of working, and engaged those whose voices needed to be a part of the conversation.

Our Portland-based team is an eclectic band of thinkers, bringing an unusual blend of leadership experience, business acumen, and creativity to inspire breakthrough thinking for our clients. We work in a lot of fields, but there’s a common thread to all of our work—the spirit of Coraggio. If you haven’t experienced a consultancy like ours before, that’s because there isn’t one.

## A few of our clients:





## Areas Expertise

### Strategic Planning

As the saying goes, if you don't know where you're going, any road will take you there. When an organization is clear on its vision and tackles each day with a laser-like focus on its strategic goals, they are better able to sustain high performance. We design engaging experiences that allow leadership teams and stakeholder groups to think through a full range of strategic possibilities and then choose the strategic direction that makes the most sense for their organizations. These choices are based on thorough data gathering, market sizing and analysis and current competitive intelligence. Common outputs of our work in this category are well-vetted strategic decisions, long-term strategic plans, business model refinement and implementation plans, including progress monitoring and reporting methodologies.

### Change Management

We design and implement customized change management methodologies for clients who are tackling complex change initiatives within their organizations. Our work is focused on helping clients to prepare for, manage, and reinforce the people side of change. This includes defining change management strategies, preparing change management teams, developing sponsor effectiveness, implementation planning and collecting, and analyzing feedback to ensure change sticks.

### Organizational Development

Before we begin our work with clients, we need to fully understand the current dynamics impacting organizational performance. Quickly and accurately assessing these dynamics sets the stage for designing the right interventions and methods that enable an organization to do its best work and consistently achieve its goals. Our organizational assessment work is comprehensive and culminates in an insight report and roadmap for moving forward. As a project unfolds, we refer back to the findings in our assessment to determine improvement levels and, if needed, make course corrections to ensure meaningful progress.

### Leadership Development

We believe that of all the activities that take place inside an organization, leadership is by far the hardest and most important. We provide 1:1 counsel, coaching and facilitated development work with leaders and leadership teams, helping them to improve leadership effectiveness, address ongoing organizational challenges and make tough decisions. Our principal consultants have been business leaders in previous roles before joining our firm. As a result, we bring relevant insight and a hands-on understanding of the complexity and nuance a leader faces each day.

### Process Improvement

Few things are more frustrating for employees than processes that don't make sense or take more time than they should. Making sure that work flows up, down and across an organization efficiently is fundamental to an organization's success and is directly linked to high engagement levels among employees. We work to ensure that Continuous Improvement becomes part of our clients' cultural DNA. Using a range of methodologies, including Lean/Six Sigma management principles, we identify the core processes that provide the most significant opportunities for quality, service and cost improvements. We then provide a customized implementation roadmap and clear guidance that enables people and teams to transition to new and more efficient ways of working.



# Strategic Planning Clients

Helping our clients take big leaps forward is what we do best.

- adidas
- Arroyo Grande Tourism
- Albertina Kerr
- Beaver County, Utah
- Beverly Hills CVB
- California Travel Association
- Central Catholic High School
- Central Oregon Independent Practice Association
- City of Atascadero
- City of Oregon City
- City of Seaside
- Clackamas Community College
- Classic Wines Auction
- Classroom Law Project
- Colorado Tourism Office
- Columbia Gorge Health Council
- Family Building Blocks
- Greater Ontario CVB
- Greater Palm Springs CVB
- HealthSparq
- Higher Education Coordinating Commission
- Higher Education Coordinating Commission - Workforce Talent and Development Board
- Josephine Community Library District
- Josephine County Library Foundation
- Kindercare Education
- Lewis & Clark Law School
- Lewis and Clark College
- Marina del Rey CVB
- Marion County Health & Human Services
- Missouri Division of Tourism
- Multnomah Athletic Club
- NBP Capital
- New Mexico Tourism Department
- OHSU Foundation
- Oregon Association of Relief Nurseries
- Oregon Department of Administrative Services
- Oregon Department of Energy
- Oregon Department of Human Services
- Oregon Health Authority
- Oregon Jewish Community Foundation
- Oregon National Primate Research Center
- Oregon State Library
- Pacific Retirement Services
- PeaceHealth
- Portland Bureau of Police
- Portland Children's Museum
- Portland Fire & Rescue
- Portland State University
- Portland State University - Graduate School of Education
- Project Lemonade
- Samaritan Health
- San Luis Obispo CVB
- Santa Maria Tourism
- Santa Monica Travel & Tourism
- San Francisco Travel
- Sioux Falls Convention & Visitors Bureau
- SLO Economic Vitality Corporation
- Smith Freed
- Sonoma County Tourism
- St. Mary's Academy Alumnae Council
- State of New Hampshire
- The Conservation Alliance
- Tillamook County Creamery Association
- Travel Oregon
- Travel Paso
- Travel Portland
- Travel Southern Oregon
- Travel Wisconsin
- Unincorporated SLO County TBID
- University of Western States
- Up for Growth
- Utah Office of Tourism
- Visit California
- Visit Corvallis
- Visit Huntington Beach
- Visit Mendocino County
- Visit Placer County
- Visit Santa Barbara
- Visit SLO CAL
- Visit West Hollywood
- Walsh Construction Company
- Warner Pacific University
- Washington County Cooperative Library Services
- Washington County Visitors Association
- Washington State Department of Enterprise Services
- Washington Student Achievement Council
- Women's Healthcare Associates



## Relevant Experience



**Client:**  
**Oregon State Library**

**Project:**  
**Strategic Planning and Operational Planning**

- Coraggio successfully delivered a strategic plan as well as an operational plan for the Oregon State Library

The Oregon State Library was ready to develop their strategic plan with a new leader in the Executive Director role and an imperative from the Legislature that directed the agency to clarify their unique role in the state and reduce overlap, fragmentation and duplication with other state agencies involved in library services.

Coraggio helped facilitate the Oregon State Library's leadership group and its Board of Trustees in the development of a three-year strategic plan. Throughout the process we involved and communicated with the entire staff to keep them engaged and informed. Following the completion of the strategic plan, the Oregon State Library asked Coraggio Group to facilitate their annual operational plan. Here, we used cross-functional teams to help develop the staff as strategic thinkers.

"I am very pleased to provide a reference for the Coraggio Group's work with the Oregon State Library to develop a strategic plan and then operationalize it. The Coraggio team's methodology was clear from the start, and was very effective in getting our organization to the end results we were after. In the process, Coraggio involved a number of stakeholders, which ensured that we had buy-in to our plan, and that those stakeholders felt "heard" in the process. We are enthusiastic about our strategic plan, and—most importantly—are acting on it." ~MaryKay Dahlgreen

## Relevant Experience



Client:

**Portland State University**

Project:

**Strategic Plan**

- Coraggio successfully used an equity lens to chart an innovative, people-focused strategic planning process for Portland State University.
- The project brought together the perspectives of more than 4,000 people in the community.
- The resulting strategic plan inspired university leadership and improved relationships between the administration, students and faculty.

Like many institutions across the country, Portland State University (PSU) has dealt with rising tensions and impassioned debate about resources and culture. Unlike many of its peers, PSU has embraced this passion and used it to create a stronger campus and community.

PSU turned to Coraggio to help develop a new strategic plan after a particularly rocky year. In-debt students and pressured administrators were under a lot of stress, and faculty had come perilously close to a union strike. We soon saw that the school needed more than a fill-in-the-blank five-year plan. This 30,000-member campus community needed a smart, strategic planning process that was as transparent and inclusive as it was equitable. Conscious that people and process are integral to any operation, we started mapping a course.

It was a professor who first suggested the equity lens - the angle that came to define the planning process. An equity lens overlay ensures that teams keep in mind historical inequities like racism, sexism, and income inequality. With this approach, the university was taking steps to narrow achievement and opportunity gaps. Our application of an equity lens at PSU is likely the first use in a higher education strategic planning process.

Coraggio began exploring. We tapped into the deep knowledge and passion of the PSU faculty, and town hall meetings and online forums got the community talking. Meanwhile, our team visited classrooms, produced videos, handed out cookies and even held an event at a nearby MAX stop. We balanced the input of official committees by touching more than 4,000 members of the community. An advisory group was specially chosen to represent the diverse perspectives at PSU.

The result was "Let Knowledge Serve the City," a forward-facing manifesto that mapped a path for the next five years. It represented an entirely new point of view, and the university's leaders loved it.

The strategic planning process also helped calm some of the tension at PSU. Community members felt included in the planning process, and the experience helped restore trust in the administration. Our collaboration helped the university optimize people and process to produce a successful and equitable organizational plan.



# Strategic Planning Philosophy

We help leaders and their teams Get Clear, Get Focused and Get Moving on their most important strategic and organizational challenges.



**Companies that are the most successful at implementing new strategies and reaping their benefits tend to do two things right: they get early buy-in from key stakeholders and make sure their leaders have the skills and willingness to see them through. We call this approach “integrating people and process for impact.”**

This requires top leadership to advance on three tracks: developing the strategic plan, building key support for that plan, and ensuring their organization can execute it. In other words, strategy development, stakeholder development, and leadership development (graphic below).

Running these three processes concurrently is critical as they inform each other. Approaching them in phases or neglecting any one of them is like trying to fly a plane with one wing. Leaders willing to tackle all three simultaneously are more likely to achieve their plan’s desired outcomes.

## TRADITIONAL STRATEGY DEVELOPMENT & EXECUTION



## CORAGGIO'S STRATEGY DEVELOPMENT & EXECUTION



To read more about how we think about strategy development visit: [www.coraggiogroup.com/whitepaper-library](http://www.coraggiogroup.com/whitepaper-library) to download our whitepaper.

# Project Approach

Designing an effective strategic planning process for an organization with the reach and impact of the HRCLD is complex work. We'll use a straightforward, three-phase process to **Get Clear**, **Get Focused**, and **Get Moving** on the HRCLD Strategic Plan. We describe the work and deliverables for each phase below. The process to create this plan should:

- Engage key internal stakeholders of the Hood River County Library District system through contributions to the planning effort throughout the process, building buy-in and momentum for implementation
- Engage a diverse range of external stakeholders (patrons, volunteers, board members, local officials, community partners, etc.) to build understanding and foster stronger collaboration in service to the long-term future and efficacy of the library
- Strengthen alignment, efficacy and impact between the Hood River County Library District's budget, programs, committee work, and strategic direction; and
- Ensure the inclusion and consideration of a diverse set of viewpoints, experiences and opinions, all to be equitably included in the strategic planning process and its outcomes





## Phase One: Get Clear

**The Get Clear Phase is about developing a solid foundation from which to create the Plan and will include the following steps:**

### Data Collection and Review

We like to begin our planning projects with a document request and review, which enables us to get grounded in your world. This would include your most recent strategic plan and any implementation documents that accompany it, as well as organizational charts, information on current programs and performance, staff surveys, patron surveys, trends in library services and access, community demographics, and any other documents that help set a course of action for HRCLD.

### Immersion Session

We're interested in your thoughts on the project. We will want to know how you will define success for the planning process, who you believe needs to be included, how you picture ensuring equitable outcomes of the process, and how you envision the different phases of the project. To build this foundational understanding, we will meet with a few of your key leaders in a two-hour work session. We want to understand: What is the big picture? What does success on this project look like? What opportunities and challenges do you see in this process? How do you picture integrating equity through the process? What, if any, modifications do we need to make to our scope to ensure success? What we learn in this working session will help us refine our project plan, our working with the HRCLD team, and our plans for engaging and communicating with stakeholders. We will also determine who will be included in your Planning Team.

### Planning Team Kickoff Meeting

Once we have a finalized project plan, we will host a Planning Team Kickoff. We will assemble the Strategic Planning Team to share the overall planning approach and to orient the team to their role in the strategic planning process. We will make this interactive and engaging as we build the rapport of this team. We will also set expectations for the process ahead and get input on methods to engage and communicate with stakeholders along the way.

### Stakeholder Engagement

We design our engagement activities with two outcomes in mind. The first is to get the right insights into the process. The second is to ensure that all voices feel heard and represented in the plan. We will tailor activities to different audiences. Maintaining and growing a vibrant library district that provides excellent library services requires the participation of a broad range of stakeholders. Each group has its own roles to play and unique insights to offer. In that spirit, we recommend an engagement plan that accounts for the different needs and approaches for each group.

Based on our current understanding of your situation, we propose the following mix of engagement. This approach would be revised if needed following our Immersion Session.

- Online Surveys (1): We propose a survey, with questions for both internal staff and external stakeholders, such as library patrons, volunteers, community partners, Board members, Friends members, and government officials to build a broad understanding of the opportunities and challenges facing the HRCLD. We will leverage any other recent surveys to expand on these learnings, while gaining a broader understanding of the HRCLD.
- External & Internal Stakeholder Focus Groups (5): These interactive virtual sessions will last 75 minutes and can be configured in a variety of ways to solicit feedback from key stakeholders. These focus groups will reflect and add nuance to learnings identified in the survey. We will work with the HRCLD to identify a wide, diverse range of stakeholders to include to help inform the plan.



- One-on-one interviews (8): Interviews will be conducted virtually and last 45 minutes. Possible stakeholders might include: local government leadership, the HRCLD Executive Board members, HRCLD leaders, leaders of community partner organizations, etc.

### **Insight Report**

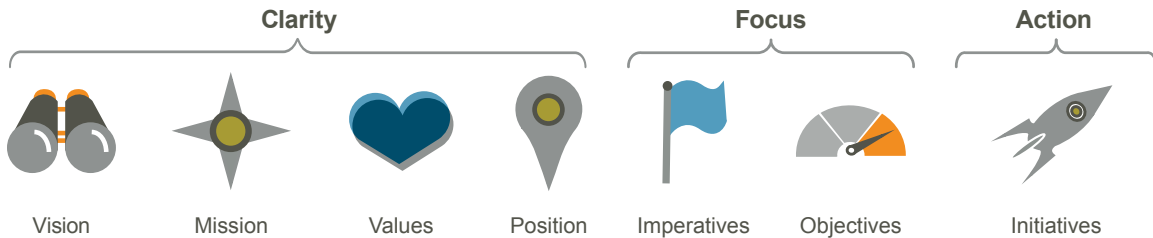
When we have completed all the above data review and stakeholder engagement activities, we will synthesize what we learned into a collection of key themes—an Insight Report that will set the stage for HRCLD’s planning process. The report will highlight key themes and for each theme, a top-level understanding of the issue, data from our survey, a collection of quotes that support the theme, and key strategic implications. The report will also catalog the stakeholders included in the stakeholder engagement to date, and the opportunities for input that have been provided. This report will serve as a guide throughout the planning process and will be shared with the Strategic Planning Team at the beginning of the planning process.

### **Get Clear Deliverables**

- Project Plan
- Insight Report

## Phase Two: **Get Focused**

The Get Focused phase is where we will roll up our sleeves and get to the work at hand: building the next Strategic Plan for HRCLD. This work will be grounded in the reality of what we learned in the Get Clear phase but will also be an opportunity to think strategically and dream about what the HRCLD of the future might be. The Get Focused phase will utilize our flexible Strategic Planning Framework (below), and we will work with you to customize the selection of elements that are necessary for HRCLD to create the plan it needs. This may mean adding, removing, or modifying elements of the framework.



**The Get Focused phase will include the following steps:**

### **Insight Report Review (2 hours)**

In this session we will review the Insight Report with the Planning Team to begin to make meaning of the Insights and to start to determine implications for the Strategic Plan. We will also prepare for any role that the Planning Team will play (hosting small breakout groups, for example) at the Strategic Clarity Session.

### **Strategic Clarity Session (3-4 hours)**

In addition to the Planning Team members, this session will include a larger group of HRCLD staff and key external stakeholders to review the Insight Report themes and get guidance from this broader group on key portions of the plan. We believe the work also includes reviewing existing elements (Vision, Mission, Values) to decide whether those elements continue to serve the organization, or whether they need to be updated to reflect key findings from the Insight Report.

The Strategic Clarity portion of the Strategic Plan is comprised of the following elements:

- **Vision:** What is the ideal future state we will strive to create? What are we committed to making happen?
- **Mission:** What is most important to us as we strive to realize our Vision? What is the focus of our work?
- **Organizational Values:** What are the fundamental beliefs that shape how we work together to serve our Mission?
- **Position:** What unique and sustainable value does HRCLD deliver?



Coraggio is available to conduct any meetings virtually in our scope of work. We have extensive experience hosting 1:1 calls, collaborative meetings, and webinars online as well as in-person.

This part of the process is designed to help crystallize HRCLD's long-term strategic direction and ensure alignment of key stakeholders. Perhaps most important, agreement on these elements sets the stage for key trade-off discussions and creates the framework for the prioritization of activities and investments. Effectively, the strategic clarity framework provides direction on what's important going forward, thus making strategic decisions at the administrative level of the organization much easier and clearer.

### **Strategic Planning Work Sessions (5x2 hours)**

Next, we will work with the Planning Team to begin identifying what—specifically—we hope to accomplish, how we will measure that accomplishment, and what general steps we will need to take. We'll begin by solidifying the Strategic Clarity elements, based on guidance from the Strategic Clarity Session. From there, we'll develop the remaining elements of the Strategic Plan:

- **Strategic Imperatives:** In broad categories, what must be accomplished during the next three to five years?
- **Objectives:** What measurable results will we focus on over the planning horizon? What specific metrics are we focused on? What, exactly, will be our dashboard for reporting to our stakeholder audiences?
- **Key Initiatives:** What significant projects will best deliver on the promise of our Strategic Imperatives? What work will we do to meet our Objectives?

As facilitators of this process, we will strive to bring a balanced perspective that will enable real, perhaps even tough, conversations to take place—conversations that will give the HRCLD direction not only on what to do, but equally important on what not to do.

### **Ongoing Board, Staff & Stakeholder Engagement and Feedback**

We suggest incorporating opportunities for ongoing engagement and feedback from key stakeholders who are not on the Planning Team throughout this phase. Adding this layer of engagement helps to maintain momentum and provides a structure for collecting feedback that will ultimately strengthen the work of the Planning Team. Before we begin this phase, we will identify how and when to engage stakeholders along the way.

### **Strategic Plan Revision Work Session (1x2 hours)**

In the Revisions Work session, we will work with the Planning Team to think through the feedback you have received on the draft plan elements and make any adjustments to the plan that are necessary. The key outcome of this meeting is a final draft of the Strategic Plan.

### **Strategic Plan**

Based on the work of the Planning Team, we will draft a one-page Strategic Plan. Our clients find that having the strategic plan available in this format has proven very effective at helping participants and non-participants alike quickly understand the overview of the strategic plan. In this way, the document acts as both a guide to working the plan and as a tool for communicating it.

### **Get Focused Deliverables:**

- Strategic Plan



### **Phase Three: Get Moving**

In the Get Moving phase, we will work with you to bring your strategy into action with the development of an Implementation Roadmap. This part of the process is critical to ensuring initial progress and ongoing success of the Strategic Plan.

**Our work in the Get Moving phase includes the following:**

#### **Implementation Roadmap Work Sessions (2x3 hours)**

Utilizing our strategy to action approach, we'll help the HRCLD identify the right sequencing and timing of the identified initiatives, establish year-one milestones and related actions steps, and then consider the unique capability requirements and level of complexity for each. This ensures that the HRCLD is not taking on too much at one time, while identifying any interdependencies between the initiatives that need to be considered for implementation efficiency and efficacy. Some work may be required between sessions to move us along.

Once all prioritized initiatives, their milestones and related actions steps are finalized, we will work with the HRCLD to identify and align on a plan management framework. This framework will drive plan accountability throughout the organization by outlining a cadence of progress reporting to the Board and any other stakeholders, plan check-ins and methods of identifying course corrections. We will provide tools to help with this process as well as help to identify any other plan management resources required to ensure a smooth plan management process.

#### **Get Moving Deliverables**

- Implementation Roadmap and Tools

# Project Schedule

The chart below reflects Coraggio's anticipated delivery schedule for HRCLD's Strategic Plan.

Tasks/Deliverables		APR	MAY	JUN	JULY	AUG	SEP
Get Clear	Data Collection and Review						
	Immersion Session						
	Planning Team Kickoff						
	Stakeholder Engagement						
	Insight Report						
Get Focused	Insight Report Review						
	Strategic Clarity Session						
	Strategic Planning Work Sessions						
	Ongoing Board, Staff & Stakeholder Engagement and Feedback						
	Strategic Plan Revision Work Session						
Get Moving	Implementation Roadmap Work Sessions						



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## D. Fee Proposal

## Fee Proposal

Phase of Work		Task Subtotal
Get Clear	<ul style="list-style-type: none"> <li>• Data Collection and Background</li> <li>• Immersion Session</li> <li>• Planning Team Kickoff</li> <li>• Stakeholder Engagement</li> <li>• Insight Report</li> </ul>	\$20,275
Get Focused	<ul style="list-style-type: none"> <li>• Insight Report Review</li> <li>• Strategic Clarity Session</li> <li>• Strategic Planning Work Sessions</li> <li>• Onboarding Board, Staff &amp; Stakeholder Engagement and Feedback</li> <li>• Strategic Plan Revision Work Session</li> </ul>	\$17,212
Get Moving	<ul style="list-style-type: none"> <li>• Implementation Roadmap Work Sessions</li> </ul>	\$2,860 (optional)
Baseline Project Total:		\$40,347

### Administrative Fees

We have included a 4% administrative budget to cover administrative tasks, printing, print production, and other expenses.

### Terms

All activities are invoiced on a monthly basis and are due net 15.







## E. References

## References

### **Norman Wright, AICP**

Community Development Director  
Salem Public Library  
503-588-6173  
nwright@cityofsalem.net

### **Kate Lasky**

Director  
Josephine County Library District  
541-476-0571  
klasky@josephinelibrary.org

### **Jason Kovac, Ph.D.**

Dean, Institutional Effectiveness and Planning  
Clackamas Community College  
503-594-3390  
jason.kovac@clackamas.edu

### **Standard Contract**

We have provided a copy of our standard contract [here](#) for your review.



# **Proposal to Assist in Developing a Strategic Plan for the**



Proposal Submitted by

Joseph R. Matthews  
Library Consultant

January 11, 2022



## Background

The Hood River County Library District (HRCLD) seeks professional consulting services to assist the Board, staff, and community members in developing a comprehensive strategic plan for the library.

The Hood River County Library District is dedicated to promoting the enjoyment of reading and culture, responding to the community's need for information, and enriching quality of life for its patrons. The library serves approximately 24,000 people, who checked out over 106,000 items in 2020-21. It includes three branches: Cascade Locks, Hood River, and Parkdale. The Library District has purchased a bookmobile and will start offering services to the entire county in spring 2022. Staff also do extensive outreach to other areas of the county, especially in Odell, a rural community of approximately 2,380 people, 65% of who are Latinx.

## Perspective

The process of developing a new strategic plan offers the opportunity to remove some of the traditional assumptions about what services are provided and how those services are delivered to the library's customers. Any organization must continue to provide real value to its customers if they are going to remain relevant.

One important reality that must be understood and acknowledged during the planning process is that people are increasingly operating at the network level for work, learning and play while libraries typically continue to focus their planning efforts and services at the organizational level.

## The Consultant

**Joe Matthews** will be the primary contact and consultant for this project. He has wide-ranging experience in the collection, analysis and reporting of both quantitative and qualitative data. He has created numerous consulting reports, research project reports



and has written extensively in the professional literature. He has presented the results of his work before Library Boards, campus administrators, senior library leadership, and library conferences.

Joe Matthews has a long career as a consultant in assisting libraries with strategic planning projects, evaluation of services and technology. Joe has worked with numerous academic and public libraries, library systems (consortia), and state libraries. Joe has also assisted a large number of libraries and library consortiums in creating cooperative agreements, preparing building programs, strategic plans, technology plans, evaluating existing library services,

exploring new innovative services and working with architects on the design of library facilities.

Joe assisted the South Pasadena Public Library in the preparation of a strategic plan that relied on extensive engagement with library users, staff, and the Board. He completed a consulting project for the San Joaquin Valley Library System (SJVLS), a consortium of libraries located in central California, that examined existing operations and prepared a new, revised Joint Powers Agency Agreement for the consortium members.

Joe also completed a project for the Texas State Library and Archives Commission when he was asked to facilitate a day and a half strategic planning meeting and produce a Strategic Planning session report in which a group of Texas librarians helped establish the statewide priorities for TexShare (a cooperative program that serves various types of libraries across the State).

Joe was asked by the Inland Library System, which serves 19 public libraries in Riverside, San Bernardino, and Inyo Counties, to prepare a comprehensive report that analyzed the total existing costs and explored options for a shared automated library system.

Joe has been active in the Public Library Association, the American Library Association and the Library and Information Technology Association. He is the Editor-in-Chief of the journal *Public Library Quarterly*.

Joe has written a number of books, including *Strategic Planning and Management for Library Managers*; *Listening to the Customer*; *Adding Value to Libraries, Archives and*

*Museums; Measuring for Results; The Customer Focused Library; The Measurement and Evaluation of Library Services (2nd Edition), Getting Started with Evaluation; and Scorecards for Results: A Guide for Developing a Library Balanced Scorecard;* among others.

Joe has taught for the San Jose State University School of Library & Information Science where he focused on the evaluation of library services, research methods, managing technology and management classes.

## Scope of Work

The Hood River County Library District (HRCLD) is seeking a professional and experienced facilitator to perform the following:

- Oversee the strategic planning process.
- Guide all stages of the strategic planning process, including meetings with stakeholders, library staff, Board of Directors, and community members.
- Assist in identifying service priorities, goals, objectives, and activities to meet community needs for the next five years.
- Identify gaps between current library operations, resources, facilities, and staffing and the above priorities, goals, objectives, and activities.
- Write and present the strategic plan that will be finalized by staff.

### Task 1. Kickoff Meeting

The consultant will gather a comprehensive list of concerns, questions and suggestions related to the development of a strategic plan. During this kickoff meeting the consultant will carefully listen to the key questions and issues being raised by the HRCLD Board and the library management team.

Prior to this meeting, the consultant expects that the Hood River County Library District will have provided copies of annual reports, the budget, and so forth that may be pertinent to the preparation of a strategic plan.

Based on the conversation, the consultant will develop a summary of the discussion.

Deliverable – Summary of Concerns related to the development of a new strategic plan.

### Task 2. Engage Library Staff and Stakeholders

The consultant will gather input from library staff and stakeholders using online Zoom calls to gather needed data and provide more detailed information regarding some of the concerns the planning process will be addressing.

The consultant will interview each of the Hood River County Library District Board members, all interested HRCLD staff, and other key stakeholders identified by the library. A portion of the conversation will focus on the mission, vision, and core values of the library. The consultant will prepare a summary of these conversations.

The consultant will prepare an online survey that can be shared with community members to learn about their thoughts and suggestions concerning the future of the Hood River County Library District. The link to the survey can be shared by the library to its users and the community using its newsletter, social media, and bookmarks. The consultant will prepare a summary of the survey responses.

Option: The consultant can visit the Hood River County Library District and moderate up to three community forums whereby members of the community would have an opportunity to share their views about the future of the library.

Deliverable – Executive summary of the conversations and the survey.

### **Task 3. Gather and Analyze Data**

Based on the discussions in Task 1 and 2, the consultant will prepare a list of additional reports that may need to be prepared using data from the ILS system. Data from other sources may also be requested.

Deliverable – Executive summary of the analysis

### **Task 4. Identify Opportunities and Directions**

Based on the prior three tasks, the consultant will prepare a brief report and a presentation identifying and discussing future opportunities and directions for the library. The presentation will provide the means for the Hood River County Library District Board and senior management team to consider the future range of services of the HRCLD.

Deliverable – Brief report and presentation

### **Task 5. Prepare a Draft of the Strategic Plan**

The consultant will prepare a draft of the new strategic plan for the Hood River County Library District.

This draft plan will be shared with the library's key stakeholders. After time to consider the draft of the plan, a Zoom meeting will be scheduled. The goal of this meeting will

be to gather feedback and reach consensus about the range of services moving forward.

Deliverable – Draft of the strategic plan and presentation

### **Task 6. Prepare the Final Version of the Strategic Plan**

Based on the feedback, the consultant will prepare the final version of the new strategic plan.

Deliverable – Final report and presentation

### **Task 7 – Communication**

The consultant will schedule bi-weekly online Zoom meetings with a Hood River County Library District Project Management Team to discuss the progress of the project over the prior two weeks and address any concerns that may have arisen.

## **Proposed Project Timeline**

The consultant can commence the project after signing the appropriate consulting agreement. The consultant expects that the Hood River County Library District will assist in making introductions to library staff, the Board, and key community stakeholders.

The consultant expects that the project can be completed by the end of September 2022.

A tentative project schedule is shown below.



	<i>Apl</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>
Discovery						
1. Kickoff Meeting	X					
2. Engage HRCLD Directors and Key Stakeholders	X-----					
Conduct a survey of community residents	X-----					
Option: Conduct Community Forums		X X X				
Analysis						
3. Gather and Analyze Data		X-----				
4. Identify Opportunities and Challenges				X-----		
The Strategic Plan						
5. Prepare a Draft Strtegic Plan				X-----		
Present and Discuss the Draft of the Strategic Plan					X---	
6. Revise and Prepare a Final Strategic Plan						X---
7. Communication	X	X	X	X	X	X

## Consultant Expectations

The consultant expects that the Hood River County Library District will:

- Designate a Project Leader to be the primary Project contact between the Hood River County Library District and the consultant
- Provide background information on the Hood River County Library District in a timely manner.
- Provide approval of deliverables in a timely manner
- Process invoices in a timely manner.

## Proposal Fees

It is anticipated that the consultant will spend 16 days on this project. The professional consulting fee for this project totals \$12,800.

If the option to have the consultant moderate a series of community forums, travel-related costs are estimated to be \$2,500. If this option is chosen, the total cost for this project would be \$15,300.

The consultant anticipates submitting three invoices – 1/4<sup>th</sup> upon contract signing, 1/4<sup>th</sup> once the draft strategic plan is submitted and the final 1/2 upon submission of the final version of the strategic plan.

## References

Name Carol Dawe  
 Title Executive Director  
 Consortium Lakeland Library Cooperative, Michigan; former Executive Director of LINC, Illinois  
 Phone 616 559-5253, Ext. 2001  
 Email [cjdawe413@gmail.com](mailto:cjdawe413@gmail.com)  
 Project Assisted in the preparation of a new Strategic Plan for the LINC consortium

Name Sally Gomez  
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 Library Fresno County Public Library  
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 Project Prepare an analysis of the San Joaquin Valley Library System (SVJLS) consortium's operations and revise the consortium's Joint Powers Agreement

Name Cathy Billings  
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 Library South Pasadena Public Library  
 Phone 626 403-7350  
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 Project Prepare an analysis of library operations and assisted the community in developing a strategic plan

## Joseph R. Matthews

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### Consulting Experience

Joe is a knowledgeable and experienced library consultant. He has assisted numerous libraries and local governments in a wide variety of projects including:

- Assess the value and performance of services offered in libraries
- Prepare strategic plans for library services
- Prepare long range plans for individual libraries and consortiums
- Assist in identifying community needs when planning a new library facility
- Prepare information technology plans
- Assess the effectiveness and efficiency of information technology departments in libraries and local governments
- Select and implement automated library information systems.

Joe received an IMLS grant to study the applicability of using a Balanced Scorecard in the public library arena. Joe's consulting firm was one of five organizations to receive funding for a large study of the online catalog funded by the Council on Library Resources (the other organizations included the Library of Congress, OCLC, University of California and the Research Libraries Group). Joe was also a research associate with the Public Policy Research Organization at the University of California, Irvine that received a large multi-million dollar grant to study the use of computers in local governments.

### Teaching Experience

Joe taught for four years at the San Jose State University School of Library & Information Science. He taught library management, research methods, evaluation of library services and strategic planning. The majority of classes were taught online.

### Work Experience

Joe has worked for several library software vendors and has held positions in sales, marketing, product development and product support.

## Published Works

### Books

Among the more recent books authored by Joe are:

*Library Information Systems*. Santa Barbara: Libraries Unlimited, 2019.

*Library Assessment in Higher Education (2<sup>nd</sup> edition)*. Santa Barbara: Libraries Unlimited, 2017.

*Adding Value to Libraries, Archives and Museums: Harnessing the Force That Drives Your Organization's Future*. Santa Barbara: Libraries Unlimited, 2016.

*Managing with Data and Metrics: Using ACRLMetrics and PLAMetrics*. Chicago: American Library Association, 2014. (with Peter Hernon and Robert Dugan).

*Getting Started with Evaluation*. Chicago: American Library Association, 2014. (with Peter Hernon and Robert Dugan).

*Reflecting on the Future: Academic and Public Libraries*. Chicago: American Library Association, 2013. (with Peter Hernon).

*Research-Based Planning for Public Libraries: Increasing Relevance in the Digital Age*. Santa Barbara: Libraries Unlimited, 2013.

*Listening to the Customer*. Santa Barbara, CA: Libraries Unlimited, 2011. With Peter Hernon.

*The Digital Library Survival Guide*. Carlsbad, CA: EOS International, 2011.

*The Customer-Focused Library: Re-Inventing the Public Library from the Outside-In*. Westport, CN: Libraries Unlimited, 2009.

*Scorecards for Results*. Westport, CN: Libraries Unlimited, 2008.

*The Evaluation and Measurement of Library Services*. Westport, CN: Libraries Unlimited, 2007.

*Library Assessment in Higher Education*. Westport, CN: Libraries Unlimited, 2007.

*Strategic Planning and Management for Library Managers*. Westport, CN: Libraries Unlimited, 2005.

Joe has also written numerous articles appearing in a variety of journals.

## Editorial Board

*Public Library Quarterly*, Editor-in-Chief  
*Library HiTech*  
*Performance Measurement & Metrics*

## Education

MBA	University of California, Irvine, CA
BS	California State University, Long Beach, CA

## Professional Activities

Active member of the American Library Association, and the Public Library Association, and the Association of Colleges & Research Libraries.

Mr. Matthews is an accomplished communicator and has conducted numerous seminars and workshops on determining and communicating the value of a library, strategic planning and technology planning.



PENNY HUMMEL  
Consulting

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February 7, 2022

Rachael Fox  
Director  
Hood River County Library District  
502 State Street  
Hood River, 97031

Dear Rachael,

I am pleased to present this proposal to the Hood River County Library District to facilitate your upcoming strategic planning process. With the benefit of over twelve years as a public library director and administrator, I established Penny Hummel Consulting in late 2013, and thus far, have worked with 54 clients on over 70 projects in eight states. The focus of my practice is supporting public libraries in the areas of organizational development (including strategic planning), facilities planning, marketing and fundraising.

Thus far, I have successfully led library strategic planning processes in twelve Oregon and California communities, including developing your most recent strategic plan in 2016. I am pleased to read in the RFP that most of the 2016 goals have been achieved and would love to work with you again to plan for the future.

The proposal that follows this letter outlines my proposed approach, with a budget of \$10,150 for consulting fees and up to \$1,430 in travel expenses. Thank you for the opportunity to present my credentials. If I can provide any additional information, please let me know.

Sincerely,



Penny Hummel, MLIS

## ***Summary of my qualifications and experience***



The 2013-14 president of the Oregon Library Association, I have over 25 years of experience working in public libraries. My background includes professional management of public libraries both large and small, as well as prior volunteer experience as a library advocate, Friends president and Library Foundation trustee. My consulting areas of practice include organizational development, marketing, fundraising, and library facilities planning. I am based in Portland, Oregon and my company's website, which includes a list of my past projects and clients, is [www.pennyhummel.com](http://www.pennyhummel.com)

I am experienced in meeting facilitation with various library stakeholder groups (staff, Friends groups, foundations and library boards), public presentations and data analysis. Since 2015, my work has included facilitating thirteen strategic planning processes for twelve public libraries in Oregon and California. In addition, I researched and wrote a public library needs assessment for the Oregon Community Foundation, as well as a needs assessment for New Mexico libraries of all types.

From 2009-2013, I was director of the Canby Public Library, which serves a population of 25,000. With the goal of revitalizing the Canby library's staffing, collections, programming and services, I increased the library's circulation by 20% within two years, comprehensively improved services to Spanish speakers, and raised over \$562,000 to support library services and capital improvements. From 2001 – 2009, I was a member of Multnomah County Library's senior management team, serving as the system's Marketing and Communications Manager and overseeing the library's website and system wide programming. I hold an Executive MLIS from San Jose State University and a BA in Russian Literature from Reed College.

## ***Strategic planning and community engagement***

For any successful public library strategic planning process, the key activity is asking diverse community stakeholders to define a vision for their community and to help identify how the library can realize that vision through its collections, technology, services and facilities. This "community conversation" can be accomplished several ways:

- A daylong (six-hour) visioning retreat involving 30 – 45 participants;
- Three 2 hour online (Zoom) visioning sessions, each involving 10 – 15 participants;
- A combination of up to three in-person 2 hour online and in-person visioning sessions, each involving 10 – 15 participants.

Prior to 2020, I facilitated daylong visioning retreats for all my library clients (the first option), but since the onset of the pandemic, I have developed the other two models to accommodate in-person gathering restrictions at the time of the planning process. All

three models have created successful results, so it is a matter of which is best for the Hood River County Library District. Since it is difficult to anticipate the status of the pandemic in the first half of 2022, I have prepared this proposal to be adaptable to the course of action that best fits the library, its community, and any restrictions on public gatherings that may be in place in the months to come.

In any case, the core task of preparing for the strategic planning process is the same: developing an extensive invitation list of engaged community members who are diverse in age, walk of life, race and ethnicity, professional affiliations and more. To develop this invitee roster, my approach is to enlist the library board (with the support of staff) to identify and reach out to potential participants. If desired, the library board can also include representatives of the Friends of the Library and the Library Foundation in this planning effort.

The other critical community engagement activity that I recommend is a community survey, which I conduct prior to the visioning session(s) so that the results can be shared with visioning session participants as data for their consideration. Available online, this can also be distributed via a paper survey (with library staff inputting the individual results so they can be tabulated with those submitted online). Generally, my approach to survey data is to segment it as appropriate to each client library (by age, zip code, branch library, frequency of library use, language spoken at home, children under 18 in household, etc.). This effort provides the library with valuable information to structure and market current and future services.

Given Hood River County's large Latinx population, it is imperative that efforts to engage the community result in strong participation from this critical community sector. To achieve this goal, I will work with library staff and the library board to build upon the library's previous successes in serving its diverse community. In addition to offering the survey in both Spanish and English and reaching out to a significant number of Latinx community members for the retreat or visioning sessions, I also recommend that we plan one or two visioning sessions in Spanish, either in person or Zoom meetings (or one of each). If both are in person, one could be held in Hood River and the other in Odell. Although I do not speak Spanish, experience has taught me that the most productive approach is to work with Spanish speaking library staff with existing relationships within the Latinx community to support their facilitation of this aspect of the project. In addition to achieving the greatest success for the strategic planning process, this also creates a professional development opportunity for a library staff member.

### ***Project elements***

Based on my understanding of your needs, my suggested approach incorporates the following activities:

- Enlisting the library board as the strategic planning committee, along with key library staff and others in the community who will be helpful in identifying and inviting retreat participants.
- Review of library demographic and user data, collected from the U.S. Census and the library, as well as any relevant library statistics and information.
- Developing and implementing a community survey to gather information about community and library priorities. This survey should be translated into Spanish (translation to be provided by the library or a translator for an additional fee).
- Conducting a focus group with library staff at the beginning of the process to gather their important perceptions and insights.
- Working with library staff to develop the invite list and materials for the visioning retreat or sessions.
- Facilitating a six- hour visioning retreat or three two-hour visioning sessions.
- Collaborating with Spanish speaking library staff person to support their facilitation of 1 – 2 two hour visioning sessions in Spanish.
- Drafting and presenting a strategic plan to the library board for review.
- Facilitating an implementation planning meeting with library staff, so that there are clear targets for each component of the strategic plan.
- Presenting the final strategic plan and accompanying implementation plan.

I propose the following general schedule, which will be refined as planning moves ahead.

<b>Time Period</b>	<b>Activity</b>
April	<ul style="list-style-type: none"> <li>• Meeting #1 (in person or on Zoom): <ul style="list-style-type: none"> <li>○ Kick off meeting with library leadership to refine timeline and activities</li> <li>○ Meeting with library board to review process, gather initial input about priorities</li> <li>○ Tour of library (if in person)</li> </ul> </li> </ul>
April/May	<ul style="list-style-type: none"> <li>• Meeting #2 (in person or on Zoom) <ul style="list-style-type: none"> <li>○ Meeting with library board/planning committee to generate names of retreat participants</li> <li>○ Focus group with library staff to gather their input about issues and priorities</li> </ul> </li> </ul>
April/May	<ul style="list-style-type: none"> <li>• Prepare community survey (including translation)</li> <li>• PH works with library staff to plan retreat materials (invite, community and library information, etc.)</li> </ul>
May/June	<ul style="list-style-type: none"> <li>• PH reviews demographic and library usage data and relevant library or community reports</li> <li>• Community survey is live</li> <li>• PH works with Spanish speaking staff person to facilitate 1 – 2 visioning sessions in Spanish.</li> </ul>
June	<ul style="list-style-type: none"> <li>• Library issues invitations to visioning retreat/ Zoom session(s) (participants can sign up for the one that works best for them)</li> </ul>

June	<ul style="list-style-type: none"> <li>Survey results are prepared to present at visioning session(s)</li> </ul>
June/July	<ul style="list-style-type: none"> <li>PH facilitates daylong in-person visioning session or 3 two-hour Zoom community visioning sessions (in person or on Zoom)</li> </ul>
July	<ul style="list-style-type: none"> <li>PH drafts strategic plan; shares with library director</li> </ul>
August	<ul style="list-style-type: none"> <li>Meeting #3 (on Zoom or in person): <ul style="list-style-type: none"> <li>Draft strategic plan shared with library board/planning team for review and edits</li> <li>PH meets with staff to develop implementation plan</li> </ul> </li> </ul>
September	<ul style="list-style-type: none"> <li>Library Board formally approves strategic plan and associated implementation plan</li> </ul>

As scoped above, I estimate that this project will utilize 58 hours @ \$175/hour or \$10,150. The estimated breakdown of time spent on various components of the project is as follows:

General project coordination and facilitation	12 hours
Communications with library leadership and board (in person, phone, e-mail)	8 hours
Survey development (both English and Spanish) and results analysis	14 hours
Review of community demographic information and library data	2 hours
Prep and facilitation of library visioning session(s)	14 hours
Draft strategic plan	4 hours
Meetings with staff (focus group, implementation plan)	4 hours
<b>TOTAL</b>	<b>58 hours</b>

### **Travel**

As indicated earlier, I have prepared this proposal to accommodate a variety of different scenarios with respect to the number of times I would be in Hood River County for in-person meetings. Assuming four trips to Hood River County, travel expenses are estimated at:

	<b>Trip 1</b>	<b>Trip 2</b>	<b>Trip 3 (visioning retreat)</b>	<b>Trip 4</b>	<b>Total</b>
Mileage (62 x 2 x .585)	73	73	73	73	292
Lodging	200	200	225	225	850
Meals	64	64	96	64	288
Total	337	337	394	362	\$1,430

Travel expenses will be billed only as incurred and with appropriate documentation.



## References

*Working with Penny to draft a strategic plan for our library was a fantastic experience. Penny enthusiastically guided the library board and staff through the process, helped us stay on-track in spite of the challenges of working during the pandemic, and produced a strategic plan that was a direct reflection of our community's needs. We immediately began implementing the plan and over the last few months, the library has expanded its reach into the community. We are hitting our goals according to schedule, which tells me that our plan is a good one. It's well thought-out and the community is engaged. In the six months since the plan was implemented, the library and its foundation have received over \$260,000 in new and continuing grants to fund this work.*

Haley Lagasse  
Director  
North Bend Public Library (OR)  
541.756.0400  
[hlagasse@northbendlibrary.org](mailto:hlagasse@northbendlibrary.org)

*Penny did a great job focusing the Seaside Library Foundation's efforts regarding fundraising and long term goals. The Foundation board came out of a strategic planning meeting with Penny energized and with a new understanding of where they wanted to go next in their goals, fundraising, and plans. They also had a better understanding of what types of fundraising were achievable.*

Esther Moberg  
Director  
Seaside Public Library (Seaside, OR)  
503.738.6782  
[emoberg@cityofseaside.us](mailto:emoberg@cityofseaside.us)

*Our library is so much the better for having gone through the strategic planning process. Once staff received the results of the community survey and information from the visioning sessions, they became very energized and engaged. On many of our community surveys, patrons expressed gratitude for being part of the process, and excitement that the library was looking for ways to be even better.*

Christy Davis  
Director  
Silver Falls Library District (Silverton, OR)  
503.873.5173  
[christy.davis@ccrls.org](mailto:christy.davis@ccrls.org)

## PENNY HUMMEL CONSULTING

Based in Portland, Oregon, Penny Hummel has over twenty five years of experience working in public libraries. As a consultant, her areas of practice include library facilities planning, strategic planning, organizational development, marketing and fundraising. A past president of the Oregon Library Association as well as the Multnomah County Friends of the Library, Penny received her Executive MLIS from San Jose State University and her BA in Russian Literature from Reed College. Prior to opening her consulting practice, she was director of the Canby Public Library (Canby, OR) for four years and a member of the senior management team for Multnomah County Library (Portland, OR) for eight years.

### LIBRARY FACILITY PLANNING CLIENTS

<i>Client</i>	<i>Project</i>	<i>Architects</i>
Coos Bay Public Library (OR)	Conceptual Design of New Coos Bay Library	Hacker
Skagit Valley College (WA)	Library Culinary Arts Building Predesign	Hacker
City of Lowell (OR)	Marie Osgood Library Renovation	Wilson
Fort Vancouver Regional Library (WA)	Conceptual Design of New Washougal Library	Hacker
Porterville Public Library (CA)	Facilities Needs Assessment	
Lake Forest Library (IL)	Programming and Predesign Study	HGA
Yachats Public Library (OR)	Facilities Needs Assessment	
Waldport Public Library (OR)	Facilities Needs Assessment	
Fort Vancouver Regional Library (WA)	Conceptual Design of New Woodland Library	Hacker
Sweet Home Public Library (OR)	Facilities Needs Assessment	FFA
Salem Public Library (OR)	Improvements Project	Hacker
Menlo Park Library (CA)	Belle Haven Library Space Needs Study	Noll & Tam
Lake County Library District (OR)	Christmas Valley Library Needs Assessment	
Josephine Com. Library District (OR)	Facilities Master Plan (4 branches)	Hacker
City of Roseburg (OR)	Roseburg Public Library Renovation	
Logan City Library (UT)	Design of New Logan City Library	Hacker
Santa Cruz Public Library (CA)	Downtown Library Building Program	Noll & Tam
Corvallis-Benton Co. Public Library (OR)	Main Library Space Needs Assessment	Hacker
Longview Public Library (WA)	Library Modernization Study	Hacker
Springfield Public Library (OR)	Facilities Needs Assessment	FFA
Coos Bay Public Library (OR)	Facilities Needs Assessment	Hacker
Yolo County Library (CA)	Design of New Yolo Library	WMB
Fort Vancouver Regional Library (WA)	Pre-Design Program for the Woodland, Ridgefield and Washougal libraries	FFA

## OTHER CLIENTS

### STATEWIDE LIBRARY NEEDS ASSESSMENTS

New Mexico Library Foundation

Oregon Community Foundation

### STRATEGIC PLANNING

North Bend Public Library (OR)  
Watsonville Public Library (CA)  
Lower Umpqua Library District (OR)  
Lake County Library District (OR)  
Jefferson Co. Library District (OR)

St. Helens Public Library (OR)  
Driftwood Public Library (OR)  
Hood River County Library (OR)  
Siuslaw Public Library District (OR)

Lake County Library District (OR)  
Springfield Public Library (OR)  
Coos Bay Public Library (OR)  
Silver Falls Library District (OR)

### MARKETING AND COMMUNICATIONS

Tillamook County Library (OR)  
McMinnville Public Library (OR)

Hood River County Library (OR)  
State Library of Oregon  
Umatilla County Special Library  
District (OR)

Coos Bay Public Library (OR)  
Oregon Library Association

### ORGANIZATIONAL DEVELOPMENT

Oregon State Univ. Library (OR)  
Lower Umpqua Library District (OR)  
Oceanbook Library Consortium (OR)

State Library of Oregon  
McMinnville Public Library (OR)  
Santa Cruz Public Library (CA)

Yachats Public Library (OR)  
Hillsboro Public Library (OR)

### FUNDRAISING

Springfield Public Library  
Foundation (OR)  
Yolo Public Library (CA)  
Libraries of Stevens County (WA)

North Lake County Library  
Foundation (MT)  
Oregon City Public Library (OR)  
Canby Public Library Foundation  
(OR)

Seaside Public Library  
Foundation (OR)  
Orcas Island Public Library (WA)

## PROFESSIONAL AFFILIATIONS

Oregon Library Association

California Library Association

Washington Library Association

American Library Association

Association of Small and Rural  
Libraries

Public Library Association

## PENNY HUMMEL CONSULTING

316 NE 24<sup>th</sup> Avenue | Portland OR 97232 | 503.890.0494 | [penny@pennyhummel.com](mailto:penny@pennyhummel.com) | [www.pennyhummel.com](http://www.pennyhummel.com)

## AGREEMENT

This Agreement dated November 26, 2019 is between the Hood River County Library District ("HRCLD") and Penny Hummel Consulting, an Oregon sole proprietorship ("PHC"). The parties agree to the following terms and conditions regulating work to be performed by PHC.

### 1. Terms and Conditions of Employment.

Penny Hummel Consulting will provide professional services to conduct a marketing audit (including writup) and board discussion for the Hood River County Library District on December 17, 2019.

Penny Hummel Consulting is an independent contractor performing services for the HRCLD and this agreement is not intended to form a partnership or joint venture between the parties. As such, HRCLD will pay gross compensation to PHC without any withholding typical in an employer/employee relationship. PHC will be solely responsible for paying all taxes due (including self-employment taxes), and making timely estimated tax payments on same. PHC will maintain adequate and reasonable liability insurance covering PHC's performance under this Agreement.

**2. Compensation.** As compensation for satisfactory performances of the Services, the Hood River County Library District will agree to pay Penny Hummel Consulting \$1,148, for activities set forth in **Exhibit A**. Penny Hummel Consulting will invoice HRCLD for the services and related expenses described in **Exhibit A** following the meeting. HRCLD will pay the amount billed within thirty (30) business days after receipt. Should the scope of work expand beyond that outlined in **Exhibit A**, PHC will provide an estimate for requested services and an additional contract.

**3. Rights to Intellectual Property.** All work shall be prepared and performed in a manner satisfactory to the Hood River County Library District. The final work product shall be the property of the HRCLD.

**4. Termination.** Notwithstanding anything contained herein to the contrary, this Agreement may be terminated at any time by either party, with or without cause, upon thirty (30) days' prior written notice. Additionally, this Agreement may be terminated at any time upon the mutual written agreement of PHC and the HRCLD. Upon termination, PHC shall be entitled to be paid only for billable hours and travel expenses incurred.

**6. Arbitration.** Any controversy or claim arising out of PHC's contract with the HRCLD, or relating to this Agreement, its breach, termination, enforcement, or interpretation, shall be settled by arbitration in the City of Portland, County of Multnomah, State of Oregon, in accordance with the governing rules of the Arbitration Service of Portland, Inc. Judgment upon the award rendered may be entered and enforced in any court of competent jurisdiction.

**7. Attorney Fees.** If any arbitration, suit, or action is filed by any party to enforce this Agreement or otherwise with respect to the subject matter of this Agreement, the parties shall pay their own attorney fees incurred in any such arbitration, suit, or action, including any appeal therefrom.

**8. Venue.** This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon. If any suit or action is filed by any party to enforce this Agreement or otherwise with respect to the subject matter of this Agreement, venue shall be in the state court in Multnomah County, Oregon.

**9. Amendment.** This Agreement may be amended only in writing signed by both parties.

**10. Agreement.** Both parties must sign this contract by December 9, 2019 or this Agreement is no longer valid.

Penny Hummel Consulting  
316 NE 24<sup>th</sup> Avenue  
Portland OR 97232  
503.890.0494 or [penny@pennyhummel.com](mailto:penny@pennyhummel.com)

*Penny Hummel*

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Rachael Fox  
Director  
Hood River County Library District  
520 State Street  
Hood River OR 97031

Date:

Penny Hummel  
Principal  
Penny Hummel Consulting  
316 NE 24<sup>th</sup> Avenue  
Portland OR 97232  
503.890.0494  
Tax ID #81-2058125  
Date: 11/26/19



PENNY HUMMEL  
Consulting

penny@pennyhummel.com 316 NE 24<sup>th</sup> Avenue, Portland OR 97232 503.890.0494

October 29, 2019

Rachael Fox  
Director  
Hood River County Library District  
502 State Street  
Hood River, OR 97031

Dear Rachael,

Thank you for contacting me recently regarding facilitation of a marketing goal-setting discussion with your library board. My hourly fee is \$175. For a project of this scope, I would request the following:

- 2 hours prep time to do an audit of your current marketing efforts, which would include review of documentation as well as potentially a phone discussion (\$175 x 2): \$350
- 1 hour discussion facilitation time: \$175
- Mileage from Portland to Hood River (63 x 2 x .58): \$73
- Lodging, dinner and breakfast (assuming meeting is in the evening): \$200
- *OPTIONAL: 2 hours to prepare writeup of discussion and overall recommendations (\$175 x 2): \$350*
- TOTAL: \$1,148 (\$798 without writeup)

Attached is a more detailed description of my qualifications. If I can provide any additional information, please let me know. Thank you!

Sincerely,



Penny Hummel

***Penny Hummel: Summary of my qualifications and experience.***



The 2013-14 president of the Oregon Library Association, I have twelve years of management experience in public libraries both large and small, as well as prior volunteer experience as a library advocate, Friends president and Library Foundation trustee. My current areas of practice include organizational development, marketing, fundraising, and library facility planning. I am based in Portland, Oregon and my company's website, which includes a list of my past projects and clients, is [www.pennyhummel.com](http://www.pennyhummel.com)

I established Penny Hummel Consulting in late 2013, and thus far, have worked with 40 clients on 49 projects in seven states, including facilitating successful library strategic planning processes for eight Oregon libraries and library systems (Coos Bay, Florence, Hood River, St. Helens, Lincoln City, Springfield, Lake County and Reedsport).

I am experienced in meeting facilitation with various library stakeholder groups (staff, friends groups, foundations and library boards), public presentations and data analysis. I have also researched and written a public library needs assessment for the Oregon Community Foundation, as well as a comprehensive library needs assessment for the state of New Mexico.

In 2013, I was selected as a fellow in the Public Library Association's Leadership Academy, participating in a multi-day intensive training focused on enhancing the position of libraries within their communities. From 2009-2013, I was director of the Canby Public Library, which serves a population of 25,000. With the goal of revitalizing the Canby library's staffing, collections, programming and services, I increased the library's circulation by 20% within two years, comprehensively improved services to Spanish speakers, and raised over \$562,000 to support library services and capital improvements. From 2001 – 2009, I was a member of Multnomah County Library's senior management team, serving as the system's Marketing and Communications Manager and overseeing the library's website and system wide programming.

My educational background includes a BA in Russian Literature from Reed College and an Executive Master's in Library and Information Science from San Jose State University.