HOOD RIVER COUNTY LIBRARY DISTRICT

A Guide to Initiating Services for a Newly Formed Library District

Action Plan

Prepared by Michael K. Gaston

December 31, 2010

Hood River County Library
Action Plan

The Action Plan has been formatted to facilitate the formation of Board Committees (project teams).

- A series of steps are assigned to each recommended Committee.
- Completion dates are suggested that reflect the interrelationship of the projects.
- An estimated timeframe is suggested as it did not seem useful to arbitrarily assign dates.

The first action of the Board is to review and select from the suggested Committees and revise the completion dates. Some recommended Committees may be tabled.

A table of recommended committees is included to assist with coordination. A "Deadlines" table is also provided. Tasks should be added to this table to reflect committee activity. Assigning responsibility for maintaining these tables should be assigned as soon as possible.

Committee formation:

- The Board forms each committee (project team) by motion.
- The Board defines the scope of the committee charge and assigns a completion date.
- The Board can approve committee appointments or delegate the authority to appoint committee members to the Board chair.
- The Board Chair or the Board appoints a committee chair who is responsible for convening the committee.
- The committee refines the steps needed to accomplish the committee charge, assigning target dates to each sub-action.
- Committees are accountable to the Board, and submit progress reports at each meeting.

Suggested Committee Guidelines

- Limit the size of the committees to three or five members in order to expedite the process.
- Appoint two members of the Board to each committee when possible to avoid the personalization of committee recommendations.
- Avoid having 3 Board members on a committee as the committee would represent a majority vote of the Board.
- Form a committee of the whole (all Board members) when the Board deems that two Board members will not suffice.
- Pending the appointment of the Director, appoint the County Administrator or his representative to committees that require administrative expertise. (Examples: Personnel Rules; Financial Policies; Legal Services)
- Limit Board discussion of Committee reports to substantive decision points, keeping committee work in committee.

Hood River County Library
Action Plan

Committees (Project Teams)

Completion Date	Action
1/2011	Initiate and track project teams.
2/2011	Execute intergovernmental agreement with Hood River to receive and expend funds on behalf of Library District through June 30th.
3/2011	Adopt governance policies
3/2011	Execute an agreement for automation services
3/2011	Adopt a Board interaction agreement
3/2011	Appoint legal council
3/2011	Appoint agent of record and secure appropriate insurance
3/2011	Negotiate interagency agreements with City, County, and agencies that own branches.
4/2011	Contract for accounting services
5/2011	Adopt library policies
5/2011	Appoint library director
6/2011	Adopt 2011/2012 Budget
6/2011	Adopt boiler-plate financial policies
12/2011	Develop a shared vision of library services
2/2012	Appoint auditor for the 2011/2012 fiscal year.

Deadlines

Date	Action
3/01/2011	Deadline to enter into agreement with Sage
4/15/2011	File Ethics SEI Form

Hood River County Library
Action Plan

Board: Initiate and track project teams.

Completion date: January 2011

Timeline	Action	
Week 1	Board reviews consultants recommendations and forms initial committees.	Board
Week 1	Board member or staff are assigned to coordinate actions of Board & committees by maintaining an integrated calendar	Chair
Ongoing	Updated calendar reviewed as first item on Board agenda	Chair

Committee: Execute intergovernmental agreement with Hood River to receive and expend funds on behalf of Library District through June 30th..

Completion Date: February 2011

Timeline	Action	
Week 1	Ask County to prepare first draft of agreement	Chair
Week 2	District legal counsel reviews proposed agreement	Attorney
	Negotiate as appropriate	Chair & Attorney
Week 6	Approve agreement	Board

Committee: Adopt governance policies that outline the roles of officers and parliamentary procedure.

Completion date: March 2011

Timeline	Action	
Week 1	Form committee to review model Governance Policies	Chair
Week 4	Committee presents recommendations to Board	Committee
Week 6	Attorney reviews amended policies	Attorney
Week 8	Board adopts Governance Policies	Board
Quarterly	Board conducts self-review	Board

Committee: Execute an agreement for automation services.

Completion date: March 2011

Timeline	Action	
Week 1	Form Committee	Chair
Week 3	Confirm that Sage is fully operational by checking references	Committee
Week 4	Board executes contract after legal review	Attorney

Hood River County Library
Action Plan

Committee: Adopt a Board interaction agreement which establishes standards for Board communication.

Completion date: March 2011

Timeline	**Action**	
Week 2	Locate a facilitator & schedule meeting	Chair
Week 4	Review sample interaction agreement and design meeting	Chair & Facilitator
Week 6	Develop interaction agreement	Board
Quarterly	Review Board compliance with interaction agreement	Board

Committee: Appoint Attorney

Completion date: March 2011

Timeline	**Action**	
Week 1	Review & amend sample Request for Proposal - RFP states scope of legal services & criteria	Board
Week 2	Consult Hood River County regarding posting of RFP	Chair
Week 3	Post RFP and/or direct mail to firms that specialize in municipal law	Director
Week 7	Board meets to identify 2 finalists	Board
Week 9	Board interviews 2 finalists	Board
Week 10	Contract negotiated	Chair & County Administrator

Committee: Appoint agent of record and secure appropriate insurance.

Completion date: March 2011

Timeline	**Action**	
Week 1	Obtain sample agent of record RFP from County	Chair
Week 2	Edit RFP and establish criteria	Board
Week 2	Consult Hood River County regarding posting of RFP	Chair
Week 3	Post RFP and/or direct mail to firms that specialize in municipal districts	Staff
Week 7	Board meets to identify 2 finalists	Board
Week 9	Board interviews 2 finalists	Board
Week 10	Contract negotiated	Chair

Hood River County Library
Action Plan

Committee: Negotiate interagency agreements with City, County, and agencies that own branches.

Completion Date: March 2011

Timeline	**Action**	
Week 1	Assign negotiations to Attorney	Chair
Week 3	Research past communication with County regarding building usage.	Attorney
Week 3	Research past communication with City to offset costs.	Attorney
Week 3	Research status quo of agreements to operated branches	Attorney
Week 4	Propose negotiating positions to Board	Attorney
	Negotiations as needed	
Week 7	Approve interagency agreements	Board

Committee: Contract for accounting services with an accounting firm that specializes in municipal accounting. The firm would design systems to receive funds, make expenditures, and track expenditures against the budget.

Completion Date: April 2011

Timeline	**Action**	
Week 1	Appoint committee	Chair
Week 4	Research models used at similar sized municipal corporations.	Committee
Week 6	Discuss models and define scope of services	Board
Week 8	Write criteria. Write and post RFP and/or direct mail to firms that specialize in municipal districts.	Staff
Week 11	Select two to three finalists.	Committee
Week 13	Select finalist and negotiate contract.	Board

Hood River County Library
Action Plan

Committee: Adopt place-holder library policies.

Completion Date: May 2011

Timeline	**Action**	
Week 1	Form committee	Chair
Week 2	Review prior library policies to identify policies that require immediate revision.	Committee
	Solicit samples and revise policies that require immediate action.	Committee
	Develop suggested timeline to revise prioritized policies.	Committee
Week 6	Present recommended policies to Board.	Committee
Week 8	Approve policies with any Board revisions. Establish calendar to revise targeted policies	Board

Committee: Appoint Library Director

Completion Date: May 2011

(See "Library Director Recruitment" Appendix for full discussion.)

Timeline	**Action**	
Week 1	Form Committee	Board
Week 3	Develop a position description that clearly identifies the desired skills and abilities - see sample	Committee
Week 4	Develop promotional materials to solicit a pool of candidates that match the needs of the District - see sample	Committee
Week 5	Develop criteria and selection tools that will be used to evaluate the candidates - see sample	Committee
Week 11	Solicit a pool of candidates	Committee
Week 13	Apply the selection tools to reduce the pool of candidates to three or four finalists	Committee or Board
Week 18	Apply the selection tools to select a candidate	Board
Week 20	Negotiate a contract with the selected candidate	Attorney
	Repeat this process until director is chosen	
Week 23	Establish mentoring support for new director	Chair

Hood River County Library
Action Plan

Committee: Adopt 2011/2012 Budget

Completion date: June 2011

See Budget Analysis for detailed discussion of budget process.

Timeline	**Action**	
February	Appoint Budget Officer	Board
March	Appoint 5 members to Budget Committee	Board
May 1st	Prepare Budget Proposal	Budget Officer
May 4th	Publish First Notice of Budget Committee Meeting	Budget Officer
May 10th	Publish Second Notice of Budget Committee Meeting	Budget Officer
May 13th	Mail Budget Packet to Budget Committee	Budget Officer
May 19th	Review Budget	Budget Committee
TBD	Additional Meetings Scheduled as Needed	Budget Committee
June 3rd	Publish Hearing Notice and Summary	Budget Officer
June 15th	Budget Hearing	Board
June 15th	Adopts Budget	Board
June 30th	File budget	Budget Officer

Committee: Adopt boiler-plate financial policies closely based upon models taken from either the Oregon Special Districts Association or similar municipal corporations.

Completion date: June 2011

Timeline	**Action**	
Week 1	Form committee	Chair
Week 2	Solicit samples from similar districts and review boilerplate from Special Districts Association (see sample in Appendix)	Committee
Week 6	Present draft of financial policies to Board	Committee
Week 8	Approve amended financial policies.	Board

Hood River County Library
Action Plan

Committee: Develop a shared vision of library services.

Completion date: December 2011

Timeline	**Action**	
Week 1	Work with the Director to design process	Chair
Week 4	Present plan to Board for discussion and approval	Director
Ongoing	Gather data	Director
Ongoing	Review data & identify outcomes & measurements	Board & Director
December	Adopt preliminary vision to provide guidance for 2012/2013 budget process	Board

Committee: Appoint auditor for the 2011/2012 fiscal year.

Completion date: February 2012

Timeline	**Action**	
Week 1	Obtain sample RFP for auditor from County	Chair
Week 2	Edit RFP and establish criteria	Board
Week 2	Consult Hood River County regarding posting of RFP	Chair
Week 3	Post RFP and/or direct mail to firms that specialize in municipal districts	Staff
Week 7	Board meets to identify 2 finalists	Board
Week 9	Board interviews 2 finalists	Board
Week 10	Contract negotiated	Library Director