HOOD RIVER COUNTY LIBRARY DISTRICT

A Guide to Initiating Services for a Newly Formed Library District

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Hood River County Library District
Implementation Plan

I am pleased to provide the enclosed report and electronic files as per the terms of our contract.

The contract defines the scope of services as follows:

Consultant will:

1) Prepare a draft action plan and timeline for the transition to the new district
2) Provide an outline for a recruitment process for new library director
3) Analyze the model budget and provide feedback
4) Conduct onsite meetings with the Board to go over the budget, action plan and timeline (two days in Hood River—December 13 and 14, 2010)
5) Document decisions made at the meetings and revise the action plan and timeline

The report reflects meetings held with the District Library Board on December 13th & 14th at which time the Board reviewed the preliminary analysis of the budget, action plan, and timeline. Meetings were also held with four Board members individually, and with the Hood River County Administrator and Finance Manager.

In addition to the deliverables identified above, this report provides sample policies and project forms. The intent is to provide the Board with the tools to develop and adopt place holder policies that will suffice until the Board has sufficient time to conduct a more thorough analysis. Though the sample policies provided have been adopted by other special districts, or were provided by the Oregon Special Districts Association, the Board may wish to have its own attorney review the documents prior to adoption.

The report is a good faith effort to identify the tasks that need to be addressed in order to begin operation as a special district. There are a myriad of issues that must be addressed during a district formation and no doubt additional concerns will surface. Please feel free to contact me for additional assistance as the need arises.

Thank you for involving me in this important project.

Michael K Gaston
Library Consultant

Hood River County Library District
Implementation Plan

Overview

This report outlines a plan to establish the infrastructure needed to operate as a Library Special District. Like all good plans, adjustments will be required as events unfold.

Action: Assign a member of the Board or a staff member to monitor Board and committee meetings to update the timeline.

Assumptions

The proposed plan reflects the following assumptions:

- The goal is to initiate library services as early in the 2011/2012 fiscal year as possible, but only after necessary infrastructure is in place.
- Boiler plate policies may be adopted to expedite the formation process. Such policies would be reviewed systematically over the next two years.
- Library services will be phased in to build cash forward for subsequent years.
- Budgetary estimates will remain conservative during the first few years to ensure that District operations are sustainable.

Recommendation: Consider the timeline when determining the level of detail that will be considered when adopting policies that can easily be amended at a later date.

Categories of Activities

For the purposes of discussion, the proposed plan is divided into six categories. The timeline that follows the discussion is organized by these same categories to facilitate project planning.

1. Board Governance and Support
2. Financial Policies and Systems
3. Expenditures in the 2010/2011 fiscal year
4. Budget process for the 2011/2012 fiscal year
5. Library policies
6. Intergovernmental Agreements

Challenges

The Board has the challenge of implementing the proposed plan with limited staff support.

Recommendation: seek additional assistance as needed from the following sources:

- Hood River County Administration
- Legal council that specialize in municipal corporations
- Consultants with appropriate expertise
- The Oregon Special Districts Association
- The Oregon Department of Revenue

Hood River County Library District
Implementation Plan

Discussion of Categories

1. Board governance & support

The effective operation of the Board is critical to the operation of the District. The Board will address a number of complex issues over the next several years. Open, respectful communication and clear delegation of authority are key to successful governance.

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

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

Action: Develop a shared vision of library services.

The Board is accountable for following statutory requirements. The Board appoints its own legal counsel, the auditor for the District, the agent of record (who recommends insurance coverage), and the library director.

Action: Appoint legal council

Action: Appoint agent of record and secure appropriate insurance.

Action: Appoint library director

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

2. Financial policies and systems

Developing well constructed financial polices and systems will ensure that the District operates within legal requirements while protecting the community's assets. Policies assign fiscal authority and outline the process by which funds are expended and tracked.

Policies must be consistent with both statutory requirements and accepted accounting practices. Given the complexity of these issues, policies should be developed following models currently utilized by similar municipal corporations.

Action: Adopt boiler-plate financial policies closely based upon models from similar municipal corporation or the Oregon Special Districts Association.

The District will need to establish accounting systems to track receipts and expenditures. Care must be taken to segregate fiscal authority in such a way as to minimize the potential for the misuse of District funds.

Recommendation: 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.

3. Expenditures in the 2010/2011 fiscal year

The District can approach expenditures in the current fiscal year using two methods:

- The County has indicated that it is willing to receive and expend funds on behalf of the Library District while the Board develops its fiscal policies and accounting systems. The County would authorize expenditures as directed by the District Board so long as such expenditures were consistent with the terms of the grants and/or donations and county financial policies.
- As a newly formed District, the Board has the authority to receive and expend funds by resolution in the current fiscal year. No audit will be required unless expenditures exceed $150,000. Unaudited financials would need to be filed with the Department of Revenue.

Utilizing the County to receive and expend funds would provide additional time to establish policies and financial systems. No District expenditures should occur prior to the establishment of policies and systems.

Recommendation: Enter into an agreement with Hood River County under which the County would receive donation and grants and issue expenditures on behalf of the Library District for the remainder of the 2010/2011 fiscal year.

4. Budget process for the 2011/2012 fiscal year

The Library District is required to conduct a budget process in order to receive and expend funds in the 2011/2012 fiscal year. The process involves a series of legally required steps that are detailed in publications issued by the Department of Revenue. The Board will appoint a Budget Officer to develop a proposed budget and manage the budget process.

The budget process consists of several steps:

- The Board communicates priorities to the budget officer
- The Budget Officer estimates resources and proposes a budget that is consistent with Board priorities
- The Budget Committee reviews the proposal, amends the budget as it deems appropriate, and approves a budget
- The Board reviews the proposed budget, makes changes within the limits of budget law as it deems appropriate, and approves the budget.

A more detailed discussion of the budget with recommendations is provided in a separate section of this report.

5. Library policies

There are a significant number of library policies which need to be adopted prior to resuming library services. The Board may choose to approve the prior policies of the Hood River County Library in the short term, reviewing the policies more carefully over the next two years.

Action: Use the prior policies of the Hood River County Library as a check-list and starting point for adopting library policies. Adopt most policies as place holder policies.

Recommendation: Carefully review the fines policy prior to adoption. The fines policy should at least recover costs, and be cost-effective to implement. Changing a fines policy after implementation can create controversy.

Action: Prioritize and schedule prior library policies for additional review. Assign Board committees to review specific policies, research alternatives, and submit recommendations.

6. Intergovernmental Agreements

There are several intergovernmental agreements that need to be negotiated and ratified within the near future.

- Agreement with Hood River County under which the County would receive and expend funds on behalf of the Library District through June 30, 2011.
- Agreement with Hood River County regarding usage of library facility over the life of the building bonds.
- Agreement with an entity such as SAGE to provide integrated library automation services.
- Agreement with the City of Hood River to offset costs as discussed during the District formation.
- Agreements to utilize buildings in which branch libraries operate.

Recommendation: Work with pro bono legal counsel to enter into an agreement with Hood River County under which the County will receive and expend funds on behalf of the Library District through June 30th. This should take place as soon as possible.

Recommendation: Assign the negotiation of other agreements to legal counsel as soon a counsel is appointed.

Budget Analysis

It is beyond the scope of this report to prepare a formal budget proposal for the 2011/2012 fiscal year. The District Board will appoint a budget officer to estimate resources, research costs, and propose a budget. The Budget Officer will also be responsible for meeting statutory requirements during the budget process.

The following analysis is for discussion purposes only.

Budget Process

Budgeting should be seen as a year-long process rather than the few meetings that are mandated by budget law. The library director works with the Board to develop priorities in advance of the budget process. The director, who typically serves as budget officer, then develops a budget plan to achieve those priorities. The budget process will be complicated by the lack of a library director.

The budget process will also be complicated by the lack of budget history for the new district. The budget history of the county library will be useful, but the library district has not yet established a salary structure, health benefits plan, or retirement plan. These costs need to be identified in order to estimate the quantity of services that can be supported by the projected resources.

The sample budget calendar below pushes back the appointment of a budget officer to February to allow the Board more time to appoint a budget officer and resolve some cost issues. If practical, the Board may wish to appoint a budget officer in January.

Sample Calendar

The Budget Officer should submit a budget calendar to the Board for adoption. The following is a sample schedule for the 2011/2012 Budget.

*	**February**	Library Board Appoints Budget Officer
*	**March**	Appoint 5 members to Budget Committee
	May 1st	Budget Officer Prepares Budget Proposal
	May 4th	Publish First Notice of Budget Committee Meeting
	May 10th	Publish Second Notice of Budget Committee Meeting
	May 13th	Mail Budget Packet to Budget Committee
*	**May 19th**	**Budget Committee Meets**
		Additional Meetings Scheduled as Needed
	June 3rd	Publish Hearing Notice and Summary
*	**June 15th**	**Budget Hearing**
		Library Board Adopts Budget

* **Meeting dates**

Preparing the Budget

The Budget Officer will estimate the resources that will be available in the 2011/2012 fiscal year. Resources and expenditures should be projected for at least a three-year period. The budget should reflect a conservative estimate of resources and include projected increases in expenditures to insure that the level of operations is sustainable.

Budget Priorities

The available resources will determine the scope of operations. Various services will need to be prioritized for the budget officer, including:

- The amount of open hours
- The investment in the library collection
- The priority to be placed on various library services
- Targets and timelines to build cash forward and reserves

Discussions with the District Board indicated support for the following budgetary policies:

- Phase in library services to minimize the need for Tax Anticipatory Notes (TANs) to fund operations pending tax receipts and to build cash forward to avoid TANs in subsequent years.
- Establish some level of open hours as early as possible within the 2011/2012 fiscal year.
- Implement a reduced summer reading program in the summer of 2011.
- Invest in the library collection aggressively within budgetary constraints.

It is beyond the scope of this report to recommend specific levels of services. The proposed level of services should be generated by the budget officer following a discussion with the District Board.

Recommendation: Frame the discussion of library services by referencing Oregon Library Standards and the level of services provided by comparable libraries.

Action: Establish service priorities to provide guidance for the Budget Officer.

Resources

The tax rate of the Library District was established at the time of formation. Property taxes will constitute a large percentage of the District's revenue and to a large extent determine the level of services that the District can provide.

The level of services can be increased using supplemental revenue from fees, grants, and donations. It will take several years to develop a reliable income stream from these sources. Conservative estimates from these sources may be included in the budget, but care should be taken to only budget revenue that the Board is confident will be received.

Single purpose grants and donations not yet received do not need to be budgeted as such resources can be accepted and expenditures authorized by Board resolution upon receipt.

Recommendation: Budget projected resources conservatively in areas where there is little data available to make projections, where resources have not yet been legally committed, or where resources are likely to vary significantly from year to year.

Estimating Costs

Identifying costs will be a challenge as the Library District has only limited budget history. The Board will need to research and review options to establish salary schedules and employee health insurance and retirement benefits. The salary schedule and benefits package must be adopted in order to estimate costs for the 2011/2012 budget.

Other costs such as utilities and contractual services will be researched and estimated by the Budget Officer.

Recommendation: Contract with a consultant to develop a recommended salary and benefits plan. This task could be assigned to the budget officer.

Budget Snapshot

The table below provides a budget snapshot that can be used for discussion purposes.

	FY 11/12	FY 12/13	FY 13/14
Resources			
Cash Forward	0	96,642	207,710
Previously Levied Taxes	0	15,000	15,000
Interest	1,000	1,000	1,000
Fines & Fees	6,600	10,000	15,000
Donations	21,000	21,000	21,000
Tax Income From Current Year Taxes	669,542	689,628	710,317
Total Revenue Except Cash Forward	**698,142**	**736,628**	**762,317**
TOTAL ANNUAL APPROPRIATIONS	**601,500**	**625,560**	**650,582**
Projected Ending Balance	**96,642**	**207,710**	**319,445**

Comments:

- Tax estimates were provided by the Hood River County Finance Department.
- Other revenue estimates are conservative projections of known sources of income.
- Estimates for revenue from intergovernmental agreements and grants are not included.
- A first-year allocation of $601,500 is suggested for the purposes of discussion only. The allocation does not reflect an analysis of costs.

Sample Cash Flow Analysis

The following table provides a cash flow analysis that is consistent with budget snapshot discussed above.

	July	August	September	October	November	December	January	February	March	April	May	June
Starting Balance	0	175,073	145,734	118,383	79,016	34,630	531,562	250,767	236,681	194,362	145,022	145,899
TANs	200,000						-200,000					
Donations			7,000			7,000			7,000			
Tax Income						569,111		50,216			50,216	
Other Income		600	600	600	600	600	600	600	600	600	600	600
Total	200,000	175,673	153,334	118,983	79,616	611,341	332,162	301,582	244,281	194,962	195,838	146,499
Expenditures	25,000	30,000	35,000	40,000	45,000	80,000	81,500	65,000	50,000	50,000	50,000	50,000
Interest	73	61	49	33	14	221	104	99	81	60	61	40
Ending Balance	175,073	145,734	118,383	79,016	34,630	531,562	250,767	236,681	194,362	145,022	145,899	96,539

Comments:

- This table is for discussion purposes only. The Budget Officer will analyze costs and adjust expenditures accordingly.
- Hood River County has indicated that it could advance the Library District $200,000 for six months for cash flow purposes. The $200,000 would be repaid in January after taxes have been received. Costs are estimated at less than $1,500.
- As per discussion with the District Library Board, the table reflects a gradual "ramp up" of library services during the first six months of operation. The numbers provided are examples. Estimated monthly expenditures must be calculated by the Budget Officer after establishing staffing costs and researching other expenses.
- The larger expenditures projected in December, January, and February reflect the assumption that capital expenditures and a substantial portion of book purchases will be deferred until taxes are received in November.

Library Director Recruitment

The appointment of the chief executive officer is perhaps the more important function performed by a board of directors.

Discussion

The Hood River Library Board will have high expectations for its first director. The desired skill set will be wide and deep, ranging from solid financial management to excellent community relations.

The director should be adept at working with an elected board to vision library services and develop policy options. Board support is particularly critical when working with a new board and district.

The salary level discussed during District formation may limit the pool of candidates for the director position. Many current directors and branch managers in Oregon are currently at a similar salary and benefits level and may not have incentive to relocate. The housing market may also inhibit relocation.

The pool of candidates is likely to consist primarily of librarians with limited management experience. Such candidates can become excellent directors with appropriate support and mentoring.

Process

The director search consists of several stages:

1. Develop a position description that clearly identifies the desired skills and abilities
2. Develop promotional materials to solicit a pool of candidates that match the needs of the District
3. Develop criteria and selection tools that will be used to evaluate the candidates
4. Solicit a pool of candidates
5. Apply the selection tools to reduce the pool of candidates to three or four finalists
6. Apply the selection tools to select a candidate
7. Negotiate a contract with the selected candidate
8. Repeat this process until director is chosen
9. Establish mentoring support for new director

Recommendation: Request the County Human Resource Manager to review the position description, promotional materials, criteria, and selection tools for possible labor law violations.

Recommendation: Care should be taken at every stage in the process to respect and encourage candidates for the position. The most desirable candidates will have other options.

Recommendation: Contact similarly sized libraries that have successfully recruited library directors over the past two years to obtain sample position descriptions, promotional materials, and selection tools.

Hood River County Library District
Implementation Plan

Recruitment Guidelines, Action Plan, & Selection Tools

The following recruitment guidelines, action plan, position description and recruitment tools were developed by Marian Thomas, Human Resources Manager for the Deschutes Public Library District.

A good recruitment process would have the following characteristics.

- Objectivity is maximized throughout process
- Confidentiality is maintained for: applicants, candidates, assessment tool information
- Budget is followed
- Recruitment process follows state and federal legal guidelines
- Stakeholders are identified
- Desired outcomes for stakeholder groups are clear and consistent
- Stakeholder involvement is limited to desired outcomes
- Recruitment timeline and materials development aligns with regional and national library functions (ALA, etc)
- Applicants are informed of the timeline
- Qualified applicant pool is developed
- Applicants receive acknowledgement from district identifying timelines
- Candidates are selected based on selection matrix of current director competencies
- Candidates receive an information and welcome kit
- Candidates are provided warm welcome upon arrival in town
- Candidates are provided with transportation if needed
- Interviewing and assessment tools align with director competencies
- Reference checks discover needed information
- Most suitable candidate is hired based on objective assessment aligned with identified director competencies
- Offer includes salary, identified incentives, and date to accept offer.
- Applicants receive status letters
- Candidates receive status calls
- Well designed orientation is developed

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Board Expectations for Library Director Recruitment

Do:

1. "Sell the job." Tout the successes; champion the opportunities, the unique and varied communities, and the staff. Talk about the vast choices of culture and outdoor activities in Central Oregon.

2. Promote the "policy level only involvement" from the board.

3. Respond to governing questions from the policy level and from the *whole board* perspective; please do not respond at the operational level or from an individual board viewpoint.

4. Be aware of "digging" questions from candidates. For instance, a candidate may ask you "*what one (or more) thing(s) are you looking for in a new library director*? Deflect by saying. "That's a great question and it's one the Board has put a great deal of thought into. I'd like you to hold on to that question until the interview session so that you have the benefit of the entire board's view." You can respond to almost any probing question in this manner.

5. Review Board Interview Guidelines and apply those in your interview process.

Don't

1. Saying anything that relates to age, citizenship, disability, marital status, name changes, spouse and/or children, race, color, religion, sex, sexual orientation *(individual's actual or perceived heterosexuality, homosexuality, bisexuality, or gender identify, regardless of whether the individual's gender identity, appearance, expression or behavior differs from that traditionally associated with the individual's sex at birth*), or national origin, personal organizational or club memberships.

2. Endorsing any one candidate—to that candidate personally (e.g., "you have my vote!") or to anyone else. Save any opinions for board discussions so all board members can have the benefit of the information.

3. Talking about candidates to anyone. Relevant knowledge, skills, abilities, and attributes are to be discussed in recruitment board sessions only.

Sample Action Plan
Recruitment for Hood River County Library Director

Desired Outcome: Experienced manager with MLS is hired for Hood River County Public Library for the purpose of providing efficient, creative, and professional library services for the diverse communities of Hood River County.

Step	Action Needed	Person Responsible	Completed
1	Create draft for brochure, supplemental questionnaire, ad, and interview questions		
2	Create draft action plan for recruitment cycle.		
3	Edit brochure and supplemental questionnaire drafts and include needed information for FTE's, salary, contact for applications/questions, closing date. See questions in next column.	*Questions/Needed Information* 1. Salary Range 2. Interview Expense Allowance 3. Moving Expense Allowance 4. List of Benefits 5. FTE for Branch (need for recruitment) 6. Resume or application process 7. Contact for Application/Questions 8. Closing Date for application packets 9. Tentative Interview Timeframe 10. Date(s)/Location of Interviews	
4	Place recruitment ads *Note: recommend ads run for 30 days.*		
5	Organize applications/resumes		
6	Create Applicant Rating Sheet—draft		
7	Identify Interview Team Leader/Set up Interview appointments		
8	Finalize Interview Questions/In-Basket?		
9	Interviews Packets		
10	Interview Schedule		
11	Reference Checks		
12	Verbal Offer		
13	Confirmation Letter		
14	Notification to candidates/applicants		
15	Plan Director Orientation		

Sample Position Description

The position description will be similar the description of the director of other special districts, particularly library special districts. The position description should be consistent with the Board's governance policies which address issues of delegation of authority.

Supervision Received and Exercised

Director supervises wide range of high-level managers with varied responsibilities.

Key or Typical Tasks and Responsibilities

- Prepares long- and short-range plans for library services in line with board stated priorities and in collaboration with staff.
- Administers board policies, makes policy recommendations to board, and provides executive support and information to the board.
- Prepares budget for Library Board approval, monitors and approves expenditures as directed by the Library Board, administers grants, gifts, state and federal money.
- Supervises personnel directly or through subordinates; hires and trains employees; assigns and monitors work; evaluates personnel; disciplines employees as necessary.
- Evaluates library services and makes recommendations for improvements; works with elected officials, school officials and civic organizations to develop programs and resolve problems.
- Administers maintenance of library facilities and equipment; works with architects and planners on facility development.
- Participates in professional meetings, classes, conferences and workshops.
- Participates in organizational management through the committee process.
- Reads professional materials to update and maintain knowledge and skills.
- Accountable for all activities, programs and services.
- Performs other related duties as assigned.

Knowledge, Skills, and Abilities

- Thorough knowledge of the modern theories, principles, and objectives of library science
- Thorough knowledge of library organization theories.
- Ability to plan, organize, develop and implement a comprehensive coordinated library service program.
- Thorough knowledge of current trends and developments in the library field.
- Thorough knowledge of library reference sources, print and online.
- Broad experience in collection development and programming.
- Working knowledge of budgetary and accounting processes.

- Knowledge of pertinent federal, state, and local policies, procedures, laws, and regulations.
- Knowledge of and experience with effective participative management techniques.
- Working knowledge of public relations procedures.
- Ability to establish and maintain effective and harmonious working relationships with employees, other agencies, and the general public.
- Ability to interpret community interest and needs.
- Thorough knowledge of modern management principles and practices as they relate to the administration of public libraries.
- Ability to motivate, direct, and supervise professional, paraprofessional and clerical library personnel in a manner conducive to full performance and high morale.
- Knowledge of effective supervision, training, and staff utilization principles.
- Considerable knowledge of children's, young adult and adult literature.
- Ability to plan, organize, supervise, and evaluate the work of employees in diversified library activities.
- Ability to communicate effectively, verbally and in writing.
- Ability to follow written and verbal communications.

Education & Experience:

- MLS with minimum of five years' experience as a librarian in an increasingly responsible management or administrative role.
- Substantial experience in public services and dealing with the public
- Success with grants, bonds, and other public funding venues.
- Excellent interpersonal, interviewing, counseling, and communication skills.
- Extensive experience with varied budgeting processes.

Suggested locations to post position:

Library Hotline/Library Journal	hkatz@mediasourceinc.com
Mountains Plains Library Association	http://www.mpla.us/jobline/
California Library Association	http://rsmart.ca/CLA_Members/jobmart.asp
LIsJobs	http://www.lisjobs.com/jobseekers/states/California.asp
American Libraries	careerleads@ala.org
Pacific Northwest Library Association	frederik@vancouver.wsu.edu
State Library list serve	http://listsmart.osl.state.or.us/mailman/listinfo/libs-or/

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Sample Interview Questions

1. Describe how you have built effective partnerships in local, regional and national organizations or agencies and discuss how your effectiveness in this area would benefit our communities and library district?

Consideration for Points
- described partnerships with other non-profits
- described partnerships with local businesses
- described partnerships with municipalities
- potential results likely to increase library services for a wide range of community groups at DPL
- community involvement has been carefully thought out
- discusses costs and benefits of the affiliations
- increased visibility seen as an opportunity for additional funding support for library services/programs
- demonstrates wide range of political skills
- notes affiliation with local, regional, and national organizations include membership, committee work, and leadership roles

2. As the new library director, how would you approach developing a strategic plan for our district?

Consideration for Points
- describes a linear, comprehensive approach
- identifies gathering input from varied stakeholders
- discusses how outcomes and measurements align with board polices and priorities
- highlights need for research (prior and new)
- states that strategic plan needs to be flexible enough to respond to a changing environment and unanticipated events
- discusses that strategic plan includes multiple funding approaches (including grants and other means)
- states that strategic plan addresses need for cutting edge library technology, broad-based innovation, district efficiencies, and varied approaches to providing essential and desired services

3. Describe two or three innovative programs that you have implemented.
4. What measurements did you use to evaluate the benefits and costs of the programs?

Consideration for Points
- innovative programs were creative; demonstrated “thinking outside the box”
- programs provided significant profile for library services in the community
- measurements were well thought out and provided useful feedback

5. Give us an example of a complex project that you managed and describe the skill sets that you brought to the process to ensure a successful outcome.

Consideration for Points

- identified manageable goal(s)
- assembled a committed and skilled team
- divided the project into manageable segments
- delegated appropriately
- created milestones to check progress throughout the project
- held scheduled project meetings for project assessments
- communicated as needed outside of the project team meetings to advance the project and kept the entire team informed with a structured process
- promoted, modeled, and required respectful and productive interactions, including effective conflict resolution skills
- pushed through obstacles and saw them as part of the process
- coached team members to think and plan at district level and not at local or departmental level
- prepared and managed budgets and timelines
- celebrated successes

6. Describe your understanding of the division of responsibilities between the library director and the governing board at our district?

7. What strengths do you have that would contribute to the effective working relationship with the board under the policy governance model?

Consideration for Points

- has policy governance experience
- has researched policy governance
- states principles clearly
- has experience working directly with boards
- demonstrates fidelity to the board
- embraces the concept of working with the board as a unit
- understands the need to keep involvement of the board at the policy level
- enjoys developing policies and systems
- knows that establishing standards, interpreting board policy, and monitoring results are essential keys for success
- demonstrates the need and ability to write well-crafted policies and status reports
- readily accepts delegated authority while respecting authority retained by the board
- demonstrates ability to develop analysis of challenges, opportunities, and alternative solutions
- expresses commitment to work effectively with the management team so that results are consistent with board policies and priorities
- demonstrates confidence, courage, ability, and williness to challenge board members when they step outside of policy governance
- shows willingness to provide an honest assessment of contentious issues
- identifies two or three attributes and skills that would contribute to an effective working relationship with the board

8. Describe the processes you would use to project revenues and expenditures over a three-year period to develop a sustainable budget for our library district.

Consideration for Points

- demonstrates need to have a budget that aligns with board policies and priorities
- demonstrates the ability to craft budget plans that balance resources and expenditures over a multiple-year period
- understands need to have financial controls
- discusses how to establish priorities in the budget process and how to incorporate ideas from multiple stakeholders
- states commitment to work with the management team to develop implementation strategies to achieve Board priorities
- understands issues such as cash flow, reserve funds, and fund-based accounting
- describes need for staff analysis and expense projections
- has prepared financial reports using Excel or other formula-based software

9. Describe your experience overseeing a highly confident and talented management team. Discuss how you kept the team inspired and how you handled any challenges managing them.

Consideration for Points

- created an environment of collaboration by creating cross-functional teams
- facilitated regular monthly meetings with structured agendas
- organized leadership workshops around specific skill development
- modeled high performance behaviors, including respectful communication and direct conflict resolution
- held annual leadership retreat for the purpose of team building and establishing annual library priorities
- met with individual managers on a regularly scheduled basis
- set goals for managers on an annual or as-needed basis; reviewed goals on/or near goal date
- supported managers with difficult projects by providing clear and timely direction; added resources were needed
- assisted managers with challenging employee or labor relations situations
- kept individual manager discussions confidential
- held managers accountable for performance standards and goals
- delivered timely and honest performance feedback on scheduled dates
- encouraged managers to do best by noting things well done
- redirected managers to do their best when products were not meeting district standards
- faced challenges directly
- used different methods to deal with different situations
- used effective conflict resolution skills to get to the “interest(s)” rather than position(s) of the person with a different view
- remained neutral and calm--recognizes that having challenges with managers is part of the director’s position

Appendices

This section contains sample documents from the Special Districts Association or other municipal corporations.

Additional sample policies, administrative rules, and other planning documents are available from a number of sources. This reports recommends the following sources:

- The Oregon Special Districts Association
- The Siuslaw Library District
- The Silver Falls Library District
- The Deschutes Public Library District
- The Oregon State Library

The following documents are appended to this report as separate files to facilitate editing. Documents should be reviewed by legal counsel where appropriate.

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5. Sample Board Vision Statement (Deschutes)
6. Sample Governance policies (Deschutes)
7. Sample Organizational Rules (Deschutes)
8. Sample Board Interaction Agreement (Deschutes)
9. Sample Accounting policies (Special Districts)
10. Sample Personnel Rules (Siuslaw)