

AGENDA
WASCO COUNTY LIBRARY SERVICE DISTRICT
BOARD MEETING
Date: July 19, 2022, at 3:30
Location: The Dalles Library, and via Zoom

The Dalles Public Library is inviting you to a scheduled Zoom meeting.

Topic: Library Board Meeting

Time: Jul 19, 2022 03:30 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/89085844336?pwd=WWRLWWgzNHdzeE9BWGtCb09Ba241QT09>

Meeting ID: 890 8584 4336

Passcode: 285249

Find your local number: <https://us02web.zoom.us/u/kevKWaVQon>

- I. CALL TO ORDER
- II. APPROVAL OF MINUTES
- III. RECOGNITION OF VISITORS AND INTERESTED PARTIES
- IV. LIBRARY DIRECTOR REPORTS
- V. OLD BUSINESS
 - a. Library Board training today
 - b. July long-term planning session
- VI. NEW BUSINESS
- VII. FINANCIAL REVIEW
- VIII. ADJOURNMENT
 - a. Set Next Meeting Date and Location
 - b. Adjourn

Wasco County Library Service District
Board meeting
June 21, 2022
Location: The Dalles, and via Zoom

SUBJECT TO APPROVAL

Board members attending: Mary Beechler, Corliss Marsh, Tina Coleman, Vicki Thomas

Staff members attending: Jeff Wavrunek, Valerie Stephenson, Sara Tierney (via Zoom) Rita Squires

Meeting was called to order at: 4:36 pm by Corliss Marsh

Minutes: Mary Beechler moved to accept the minutes as submitted, seconded by Tina Coleman; vote was unanimous, the minutes were accepted.

Visitors and interested parties: none

Director's reports:

Maupin: The North Wasco County Public Health visits on a monthly basis to assist those that need help filling out forms, etc. The person doing this is interested in doing a bilingual story-time once a month.

Maupin has started a Read What You Want book club. Everyone will talk about what they have read. The recent grade school art display was popular.

The Equity, Diversity, and Inclusion programs are almost finished. There were drummers and dancers from Warm Springs in the park. The second part will be Delson Suppah, on Thursday, June 23rd at 4:00. He will give an oral presentation as part of the *Chaff in the wind* book, on the history and traditions of his tribe in the area.

Maupin Daze was May 21st and we had 60 kids participate in making tote bags.

Summer Reading has started, this Thursday we have the Reptile Man. There will be crafts every week. Summer Reading includes adults this year and bikes donated by the Masons. We have partnered with the school librarian.

Working on a geocache. There will be a takeaway when they find it. There were six new patrons registered in May. Next week will focus on STEM. We have movies every Friday in the library.

Dufur: (report submitted via email) Started a teen book club. Summer Reading Program has started with performers, fun, and crafts. The second annual Teen Take Over starts tonight. The first night has not been well publicized, but the rest will be.

The Dalles: Applied for and received a LSTA grant to hire a teen intern. The young man hired is doing well. He is working on a STEM project this summer.

Last Tuesday we had a very successful Summer Reading kick-off, which Jeannie set-up. Activities were setup throughout the library and outside. About 1,300 people attended. It was a learning experience. Will change a few things next year, but it was a very popular event.

The new janitorial person started. Programming is going well. Abbey had a Family Lego Night last week that had 97 people participate. There are new tables and chairs in the meeting room. They are easy to use and the chairs stack nicely.

Received an email highlighting a podcast about a library that checked out outdoor equipment. We currently have two sets of disc-golf sets people can check out. There was a brief discussion about the pros and cons of having a library of things, and especially outdoor items.

Old Business: Ordering the new library outreach van is going to be a process. The smoothest way is for the City to join Omnia Partners buying cooperative. The Board wants there to be a solar charging system included on the new van.

Jeff and Corliss met with the new City Manager, Matthew Klebes. He had not yet read the existing Intergovernmental Agreement (IGA), but will do so, and then they can start discussing.

When the city and library start working on the FY23/24 budget, the Library Board will want to examine the anticipated administrative fee. Originally there was no fee, but the percentage now paid has been increasing fast. It seems the library is being charged for services and personnel not used.

New business: The next meeting will be short to accommodate a Board training session.

Financial review: The Library Board would like to see a higher percentage spent out by the end of fiscal years.

Other business: None

Next meeting: On July 19th, at 3:30. Because of the training session, this meeting will be held at The Dalles Library. No meeting in August. The September meeting will be at Dufur.

Meeting adjourned at: 5:40 p.m.

WASCO COUNTY LIBRARY SERVICE
DISTRICT BOARD OF DIRECTORS

Corliss Marsh, Chairman

Mary Beechler, Vice Chairman

Deward Hext, Board Member

Tina Coleman, Board Member

Vicki Thomas, Board Member

CITY OF THE DALLES
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING JUNE 30, 2022

LIBRARY FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>LIBRARY</u>					
004-2100-000.11-00	REGULAR SALARIES	43,053.76	489,165.08	527,043.00	37,877.92 92.8
004-2100-000.12-00	PARTTIME/TEMP SALARIES	4,161.82	29,414.32	43,532.00	14,117.68 67.6
004-2100-000.13-00	OVERTIME SALARIES	30.23	395.47	11,000.00	10,604.53 3.6
004-2100-000.21-10	MEDICAL INSURANCE	11,423.07	127,382.04	178,667.00	51,284.96 71.3
004-2100-000.21-20	L-T DISABILITY INSURANCE	272.73	3,141.51	3,468.00	326.49 90.6
004-2100-000.21-30	LIFE INSURANCE	38.23	433.74	533.00	99.26 81.4
004-2100-000.21-40	WORKERS COMP INSURANCE	25.24	1,189.76	1,699.00	509.24 70.0
004-2100-000.22-00	FICA	3,560.41	39,157.59	44,293.00	5,135.41 88.4
004-2100-000.23-00	RETIREMENT CONTRIBUTIONS	4,317.21	45,341.19	67,925.00	22,583.81 66.8
004-2100-000.28-00	VEBA CONTRIBUTIONS	16.80	2,929.00	8,714.00	5,785.00 33.6
004-2100-000.29-00	OTHER EMPLOYEE BENEFITS	10.00	840.00	240.00	(600.00) 350.0
004-2100-000.31-10	CONTRACTUAL SERVICES	4,691.82	91,622.41	193,460.00	101,837.59 47.4
004-2100-000.32-20	SPECIAL LEGAL SERVICES	.00	250.00	750.00	500.00 33.3
004-2100-000.41-10	WATER & SEWER	104.62	2,785.68	5,580.00	2,794.32 49.9
004-2100-000.41-20	GARBAGE SERVICES	156.87	1,174.75	1,798.00	623.25 65.3
004-2100-000.41-40	ELECTRICITY	1,055.94	18,924.22	31,132.00	12,207.78 60.8
004-2100-000.43-10	BUILDINGS AND GROUNDS	1,897.17	11,792.71	47,150.00	35,357.29 25.0
004-2100-000.43-40	OFFICE EQUIPMENT	.00	861.98	30,230.00	29,368.02 2.9
004-2100-000.43-45	JOINT USE OF LABOR/EQUIP	.00	.00	250.00	250.00 .0
004-2100-000.43-51	GAS/OIL/LUBRICANTS	.00	.00	.00	.00 .0
004-2100-000.43-52	LIBRARY VEHICLE	65.36	708.70	8,250.00	7,541.30 8.6
004-2100-000.43-77	HVAC SYSTEMS	.00	1,210.75	10,775.00	9,564.25 11.2
004-2100-000.52-10	LIABILITY	.00	5,217.52	5,495.00	277.48 95.0
004-2100-000.52-30	PROPERTY	.00	9,024.60	9,513.00	488.40 94.9
004-2100-000.52-50	AUTOMOTIVE	.00	748.55	800.00	51.45 93.6
004-2100-000.53-20	POSTAGE	35.20	110.50	2,300.00	2,189.50 4.8
004-2100-000.53-30	TELEPHONE	153.53	6,763.73	12,955.00	6,191.27 52.2
004-2100-000.58-10	TRAVEL, FOOD & LODGING	12.00	2,696.72	16,550.00	13,853.28 16.3
004-2100-000.58-50	TRAINING AND CONFERENCES	.00	4,010.00	17,485.00	13,475.00 22.9
004-2100-000.58-70	MEMBERSHIPS/DUES/SUBSCRIP	618.90	1,961.90	7,361.00	5,399.10 26.7
004-2100-000.60-10	OFFICE SUPPLIES	3,140.12	10,805.10	38,555.00	27,749.90 28.0
004-2100-000.60-20	JANITORIAL SUPPLIES	772.02	3,781.52	8,050.00	4,268.48 47.0
004-2100-000.60-85	SPECIAL DEPT SUPPLIES	13,717.69	79,609.64	141,475.00	61,865.36 56.3
004-2100-000.64-20	LIBRARY BOOKS AND BINDING	10,588.01	99,786.19	134,500.00	34,713.81 74.2
004-2100-000.64-30	LIBRARY PERIODICALS	381.34	2,269.17	5,800.00	3,530.83 39.1
004-2100-000.64-40	AUDIO/VISUAL MATERIALS	1,804.26	28,578.07	61,350.00	32,771.93 46.6
004-2100-000.64-80	COMPUTER SOFTWARE	.00	4,530.35	59,476.00	54,945.65 7.6
004-2100-000.69-50	MISCELLANEOUS EXPENSES	.00	20.00	500.00	480.00 4.0
004-2100-000.69-80	ASSETS < \$5000	23,400.00	36,871.19	65,950.00	29,078.81 55.9
004-2100-000.72-20	BUILDINGS	.00	.00	52,100.00	52,100.00 .0
004-2100-000.74-20	VEHICLES	.00	.00	.00	.00 .0
004-2100-000.74-30	FURNITURE AND FIXTURES	.00	.00	.00	.00 .0
004-2100-000.74-40	OFFICE EQUIPMENT	.00	.00	.00	.00 .0
004-2100-000.74-50	COMPUTER EQUIPMENT	.00	.00	.00	.00 .0
TOTAL LIBRARY		129,504.35	1,165,505.65	1,856,704.00	691,198.35 62.8

CITY OF THE DALLES
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING JUNE 30, 2022

LIBRARY FUND

		<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNEXPENDED</u>	<u>PCNT</u>
	<u>OTHER</u>					
004-9500-000.81-01	TO GENERAL FUND	.00	100,580.00	100,580.00	.00	100.0
004-9500-000.81-10	TO UNEMPLOYMENT FUND	.00	.00	.00	.00	.0
004-9500-000.81-37	TO CAPITAL PROJECT FUND	.00	10,000.00	10,000.00	.00	100.0
004-9500-000.88-00	CONTINGENCY	.00	.00	128,000.00	128,000.00	.0
004-9500-000.88-01	RSRV FUTURE EXPENDITURES	.00	.00	52,437.00	52,437.00	.0
004-9500-000.89-00	UNAPPROPRIATED ENDING BAL	.00	.00	785,000.00	785,000.00	.0
	TOTAL OTHER	<u>.00</u>	<u>110,580.00</u>	<u>1,076,017.00</u>	<u>965,437.00</u>	<u>10.3</u>
	TOTAL FUND EXPENDITURES	<u>129,504.35</u>	<u>1,276,085.65</u>	<u>2,932,721.00</u>	<u>1,656,635.35</u>	<u>43.5</u>

STATS for 2021 -2022												
	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
VISITOR COUNT	5,293	5,188	4,960	5,939	6,390	4,544	4,956	5,657	7,220	7,862	6,105	9,843
INTERNET USERS	Lib. 295	Lib. 353	Lib.396	Lib. 390	Lib. 376	Lib. 455	Lib.466	Lib.514	Lib. 699	Lib. 575	Lib. 596	Lib.652
	byod 497	byod 487	byod 488	byod 572	byod 616	byod 547	byod 587	byod 558	byod 692	byod 678	byod 747	byod 813
Overdrive Read	233	223	234	221	252	231	213	196	263	180	264	260
Open EPUB ebook	2	3	6		1	2	4	4	2	1	0	0
Kobo Ebook	2	3	12	4	12	6	11	7	6	5	9	2
adobe PDF ebook	0	2	0	1	3	1	0	0	0	0	0	0
kindle book	212	159	161	178	143	188	214	186	207	198	221	228
adobe EPUB ebook	66	58	60	44	61	55	50	47	50	63	63	53
overdrive MP3 audio	257	294	294	259	197	249	230	218	244	204	236	230
Open PDF ebook	0	0	0	1	0	0	0	0	0	0	0	0
Pending (ebook)	11	16	14	18	16	18	25	11	31	16	13	8
Pending (audiobook)	7	24	39	21	17	18	39	17	24	16	24	6
overdrive Listens	428	524	604	537	571	507	530	510	576	541	621	649
Advantage	0	0	0	0	0	0	0	1,450	1,501	1440	1627	1644
LIBRARY2Go total	1,218	1,306	1,424	1,284	1,273	1,275	1,316	2,646	2,904	2,664	3,078	3,080
TUMBLEBOOKS	3	15	703	384	356	196	51	47	33	27	39	11
PATRONS ADDED	82	53	47	72	53	31	56	49	78	74	66	110
ILL'S SENT	1,162	1,099	1,156	1,154	1,270	1,116	1,266	1,098	1,163	1,037	1,003	1,054
ILL'S RECEIVED	589	701	582	646	667	608	619	594	705	576	593	552
MONTHLY CIRC	11,177	11,103	9,865	10,386	10,421	9,915	11,637	11,903	13,259	12,492	13,139	13,363
LIBRARY2GO	1,218	1,306	1,424	1,284	1,273	1,275	1,316	2,646	2,904	2,664	3,078	3,080
TOTAL CIRC	12,395	12,409	11,289	11,670	11,694	11,190	12,953	14,549	16,163	15,156	16,217	16,443

Youth Services

Date	Name of Event/Outreach	Books given away		Number of Children Attending		Number of Adults Attending		Number of kits		Number of Overall Total	
6/8/2022	Baby Storytime			2		2		2		4	4
6/15/2022	Baby Storytime			2		2		2		4	4
6/22/2022	Baby Storytime			5		3		3		8	8
6/29/2022	Baby Storytime			7		4		4		11	11
6/9/2022	Toddler Storytime			10		8		8		18	18
6/16/2022	Toddler Storytime			18		8		8		26	26
6/23/2022	Toddler Storytime			23		12		12		35	35
06/30/22	Toddler Storytime									0	0
6/10/2022	Friday Morning Storytime			5		3		3		8	8
6/17/2022	Friday Morning Storytime			12		6		6		18	18 was supposed to be in City Park, but it rained
6/24/2022	Friday Morning Storytime			19		14		14		33	33 City Park, read underwear stories, lots of laughter
6/8/2022	Beginning Readers Book Club			2		1		1		3	3 reminder emails were not sent out this time
6/15/2022	Chapter Books Book Club			3		2		2		5	5
6/7/2022	Snapdragon Yoga			8						8	8
6/14/2022	Snapdragon Yoga			15						15	15
6/28/2022	Snapdragon Yoga										cancelled due to covid
6/1/2022	Children's craft kit - Rustic Wood Flag									39	39
6/16/2022	SRP - Traveling Lantern: Camp Ocean			9		7		7		16	16
6/21/2022	SRP - Jugglemania with Rhys Thomas			42		23		23		65	65
6/28/2022	SRP - Learn to Fish with Dick Stentz			21		8		8		29	29 2 events back to back, registration only
6/25/2022	Arts & Crafts for Kids			12		7		7		19	19 thankful for help from teen volunteer, Lily. Did not expect this many kids
6/18/2022	In-person Craft - Summer Tote			8		6		6		14	14
6/29/2022	In-person Craft - Cryptozology T-shirt										postponed due to covid
6/22/2022	SRP - Camp Crafts			6		3		3		9	9
6/22/2022	Outreach visit @ Heritage Heights Apartments			12		6		6		18	18 Mid-Columbia Housing installed a Little Free Library at the site, we supplied books (both adult and kids) to fill it. We also gave away books to all who came, and read a story. see above. WUW, totally different kids this time; they were older than previous day, and all except the very youngest spoke English. The girls, especially, liked getting the free books and I let them take as many as they wanted; the boys, I had to practically force them to
6/23/2022	Outreach visit @ Casa Lomas Apartments			18		5		5		18	18 take just one.
	TOTAL			259		65		39		324	324

Programming stats The Dalles

Teen Services

Date	Name of Event/Outreach	Books given away	Number attending	Number of views, if recorded	Number of kits	
6/3/2022	Open console gaming	0			0	0
6/10/2022	Open console gaming	8			8	8
6/17/2022	Open console gaming	1			1	1
6/24/2022	Open console gaming	1			1	1
6/7/2022	And Then What Happened	2			2	2
6/21/2022	And Then What Happened	6			6	6
6/2/2022	Dnd/MTG	3			3	3
6/9/2022	Dnd/MTG	2			2	2
6/16/2022	Dnd/MTG	6			6	6
6/23/2022	Dnd/MTG	3			3	3
6/30/2022	Dnd/MTG	4			4	4
6/24/2022	YAGN book club	3			3	3
6/10/2022	YAGN book club impromptu	3			3	3 we had a meeting, since I was sick in May
6/17/2022	Take & Make kit: Leather Journal				36	36 36 kits made
6/24/2022	SRP in peron- Mod Pizza Escape	47			47	47
6/18/2022	SRP in-person craft: Summer Tote	3			3	3
6/29/2022	SRP in-person craft: Cryptozoology T-shirt					postponed to July due to covid
6/16/2022	OUTREACH	12			12	12
6/1/2022	Xbox for whenever	2			2	2
6/30/2022	Show me the A's	122			122	122 passive event
6/30/2022	OUTREACH	4				
TOTAL:		232		0	36	232

Adult Services

	Number of		
	Number	views if	Number of
	Attending	recorded	kits
6/2/2022 Whodunnit	5	5	
6/9/2022 PRIDE Book Club	2	2	
6/16/2022 3rd Thursday Book Club	7	7	
6/28/2022 Science Fiction Book Club	3	3	
6/8/2022 Sticks in Stacks	11	11	
6/22/2022 Sticks in Stacks	13	13	
6/4/2022 Movie Club	0	0	
6/17/2022 Take & Make kit: Bigfoot coloring book		50	
6/18/2022 Craft - Summer Tote	2	2	
6/29/2022 Craft - Cryptozoology T-shirt	postponed		due to covid
6/24/2022 Ghost Tour	30	30	
TOTAL	73	0	50
			73

All Ages

	Number	
	Attending	
6/14/2022 SRP Kick-off party	450	450
June Postcards to space	200	200 passive program
June Scavenger hunt	170	170 passive program
June Lego family pizza night	90	90
6/26/2022 PRIDE Festival	70	70 people who visited our booth
TOTAL	980	980

Maupin circulation and programming statistics

Circulating Libræ	Shelving Location	Month/Year	Circ Coun
WC-SWCL	ASK AT DESK	2022-06	2
WC-SWCL	AUDIOBOOKS	2022-06	16
WC-SWCL	BOARD BOOKS	2022-06	30
WC-SWCL	CHILDREN'S DVDS	2022-06	11
WC-SWCL	CHILDREN'S NON-FICTION	2022-06	34
WC-SWCL	DVDS	2022-06	125
WC-SWCL	EARLY READERS	2022-06	79
WC-SWCL	FICTION	2022-06	187
WC-SWCL	GRAPHIC NOVELS	2022-06	45
WC-SWCL	JUNIOR FICTION	2022-06	66
WC-SWCL	JUNIOR NON-FICTION	2022-06	18
WC-SWCL	LARGE PRINT	2022-06	22
WC-SWCL	LIBROS EN ESPANOL	2022-06	2
WC-SWCL	MUSIC CDS	2022-06	3
WC-SWCL	NEW BOOKS	2022-06	2
WC-SWCL	NON-FICTION	2022-06	69
WC-SWCL	OBOB	2022-06	4
WC-SWCL	PICTURE BOOKS	2022-06	126
WC-SWCL	REFERENCE	2022-06	1
WC-SWCL	YOUNG ADULT FICTION	2022-06	15
WC-SWCL	YOUNG ADULT NON-FICTION	2022-06	3
TOTAL:			860

July – Maupin Programming stats:

Storytime:	33
Reptile Man:	64
Delson Suppah Program:	22
Friday Movies in the library:	14
Read what you want Book Club:	06
STEM week:	19
Chat about Childcare:	03
SRP 2022 signup:	69
Glow in the dark lantern:	24
Painted Snakes:	<u>43</u>

TOTAL: 297

Dufur circulation and programming statistics

CIRCULATION

Adult Fiction:	15
Non-Fiction:	57
Movies:	21
E book:	35
Fiction:	90
Board books:	<u>12</u>

TOTAL: 230

PROGRAMMING

Summer reading programs

Rock painting:	42
Reptileman:	130
Scavenger hunt:	<u>11</u>

TOTAL: 183

Teen take over:

Salsa Garden:	4
Book club:	<u>4</u>

TOTAL: 8

Adults have not been attending programs at the library.

Potlatch	12 per week X 5 weeks = 60
preschool story time	15 per week X 5 weeks = 60
daycare story time	12 per week. X 5 weeks = 60

TOTAL: 180



Public Library Association

How to Build a Better Board

Paula M. Singer, PhD

Vice President, Segal

March 23, 2022

Morgan Miller, MLS

Executive Director, Cecil County Public Library

LOCAL

Policy Differences on Display at Library Board Retreat

NEWS

Editorial: Leave Omaha's appointed Library Board alone

Feb 20, 2022 Updated Feb 28, 2022



LAFAYETTE LIBRARY BOARD GRANTS ITSELF POWER TO BAN BOOKS

Danika Ellis | Mar 3, 2022

Kalispell library board releases letter addressing staff concerns

by Dominic Vitiello | Monday, February 28th 2022



MOUNT VERNON

State Education Department seeks removal of Mount Vernon library trustees over fiscal woes



Jonathan Bandler

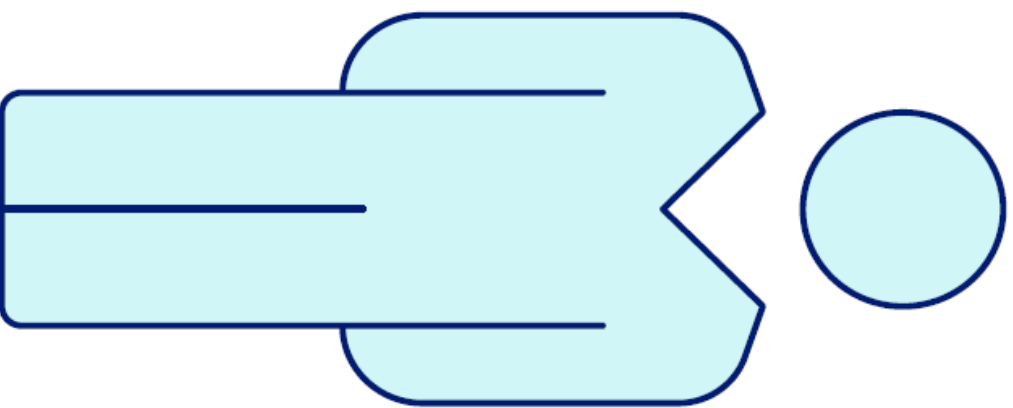
Rockland/Westchester Journal News

Published 5:44 p.m. ET Feb. 15, 2022 | Updated 6:39 p.m. ET Feb. 15, 2022

Agenda

1. Board Roles and Responsibilities
2. GEM/Three Essential Components of Effective Governance
3. Activity: Small group discussion
4. Six Characteristics of Effective Boards
5. Practices of Highly Effective Boards
6. Activity: Case Study

Learning Outcomes



Explain and apply Governance Effectiveness Model to multiple board development scenarios



Describe in detail the six domains of effective boards and use them to construct their board development plans



Use multiple tools to create a customized board development short-term action plan for implementation

Board Development

Effective and knowledgeable trustees undergo a constant process of growth and learning. Attending board meetings and voting on current questions is not enough. Continuing education, for trustees as well as staff, represents an important investment in your library's future.

Adapted from: Handbook for Library Trustees in New York State

Board Roles and Responsibilities

1. Determine mission and purpose
2. Select the Executive Director/CEO
3. Support and evaluate the Executive Director/CEO
4. Ensure effective planning
5. Monitor and strengthen programs and services
6. Ensure adequate financial resources
7. Protect assets and provide financial oversight
8. Build a competent board
9. Ensure legal and ethical integrity
10. Enhance your library's standing, advocacy

EFFECTIVE GOVERNANCE BUILDS GOODWILL, EFFICIENCY, AND ULTIMATELY, ENHANCED STAKEHOLDER VALUE




OUTCOMES OF EFFECTIVE GOVERNANCE

- Increases competitive position for attracting trustee – and leadership - talent
- Increases ability to adapt to changes in internal or external environment
- Creates or enhances competitive advantage
- Speeds and promotes leadership development
- Correlates to better organizational performance
- Increase advocacy reach and strength
- Reduces potential for liability

People, practices and policies establish the “Rules of Engagement” for boards

The components within People, Practices and Policies form the necessary foundation for effective governance. They cannot be overlooked or treated simply as items to be checked off. How these components are applied in “real-time” begins to define the behavioral dynamics of a board.

People The Best Talent		Practices Doing the Right Things		Policies With Credibility and Integrity
Composition Diversity, Skills and Experience Selection Criteria and Process Board Succession Planning Board and Individual Member Self-Evaluation	Rewards Continuous Learning Sharing of Expertise Prestige / Affiliation		Compliance and Disclosure State Library Law Regulatory Compliance By-laws, Guidelines and Written Codes Code of Ethics Transparency Public Policies	
	Operating Discipline			
	Structure Roles and Accountabilities Decision Rights Performance Measures and Standards	Documentation Evaluations Meeting Effectiveness Internal / External Communications		
	Dynamics			
	Engagement and Interaction Objective Problem Solving Facilitation / Conflict Resolution	Cross-Committee Collaboration Decision-Making Processes		
Development Board Capability Planning Orientation of New Members Skills and Knowledge Development				



Dynamics refers to how well the rules of engagement are being applied

Simply establishing sound rules of engagement does not guarantee Board effectiveness.

Indicators of strong dynamics include the ability to...

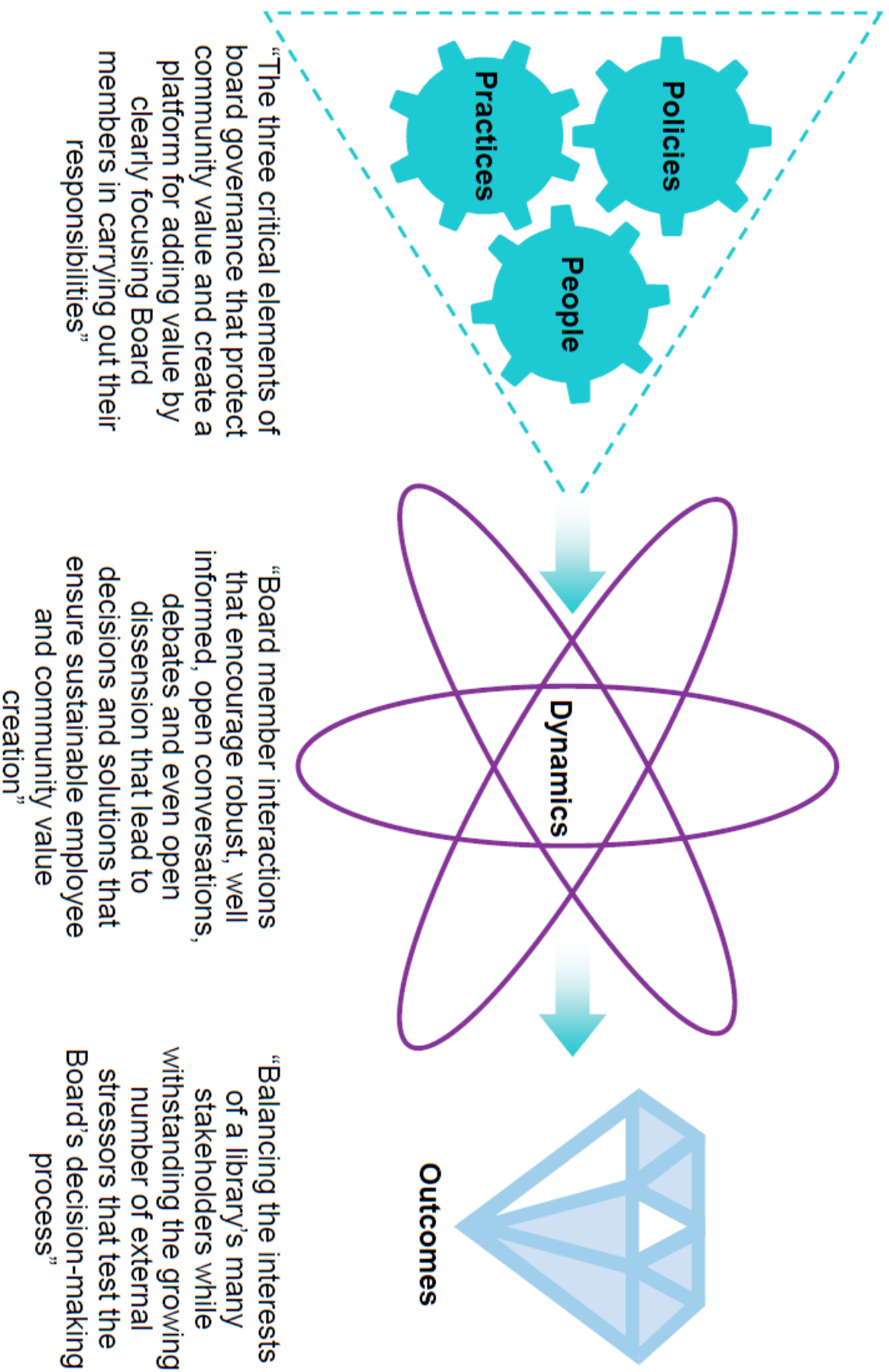
- Leverage individual and collective capabilities
- Build chemistry based on contributions and performance
- Use the time commitments of each member efficiently
- Drill into areas inside and outside of respective expertise
- Raise issues that advance critical thinking
- Balance stakeholder expectations while taking appropriate levels of risk
- Challenge the status quo among board members...and with the leadership team
- Examine the strength, effectiveness, visibility and accountability of the Board and make appropriate changes



“It’s not rules and regulations. It’s the way people work together.”¹

¹ Jeffrey A. Sonnenfeld, Associate Dean for Executive Programs, Yale School of Management.

Governance Effectiveness Model (GEM)



Activity: Small Group Discussion

How well do you think **YOUR Board** is performing in the following areas?

How can it improve?

- Overall effectiveness in fulfilling the mission
- Representing your library to community stakeholders
- Efficiency and effectiveness of board meetings
- Materials and information prepared for meetings
- Time spent on policy making and priority setting
- Time spent on strategic planning
- Oversight of and relationship with Library Executive Director

Small groups: **10 minutes**,
record and report



Maryland Board Effectiveness Study

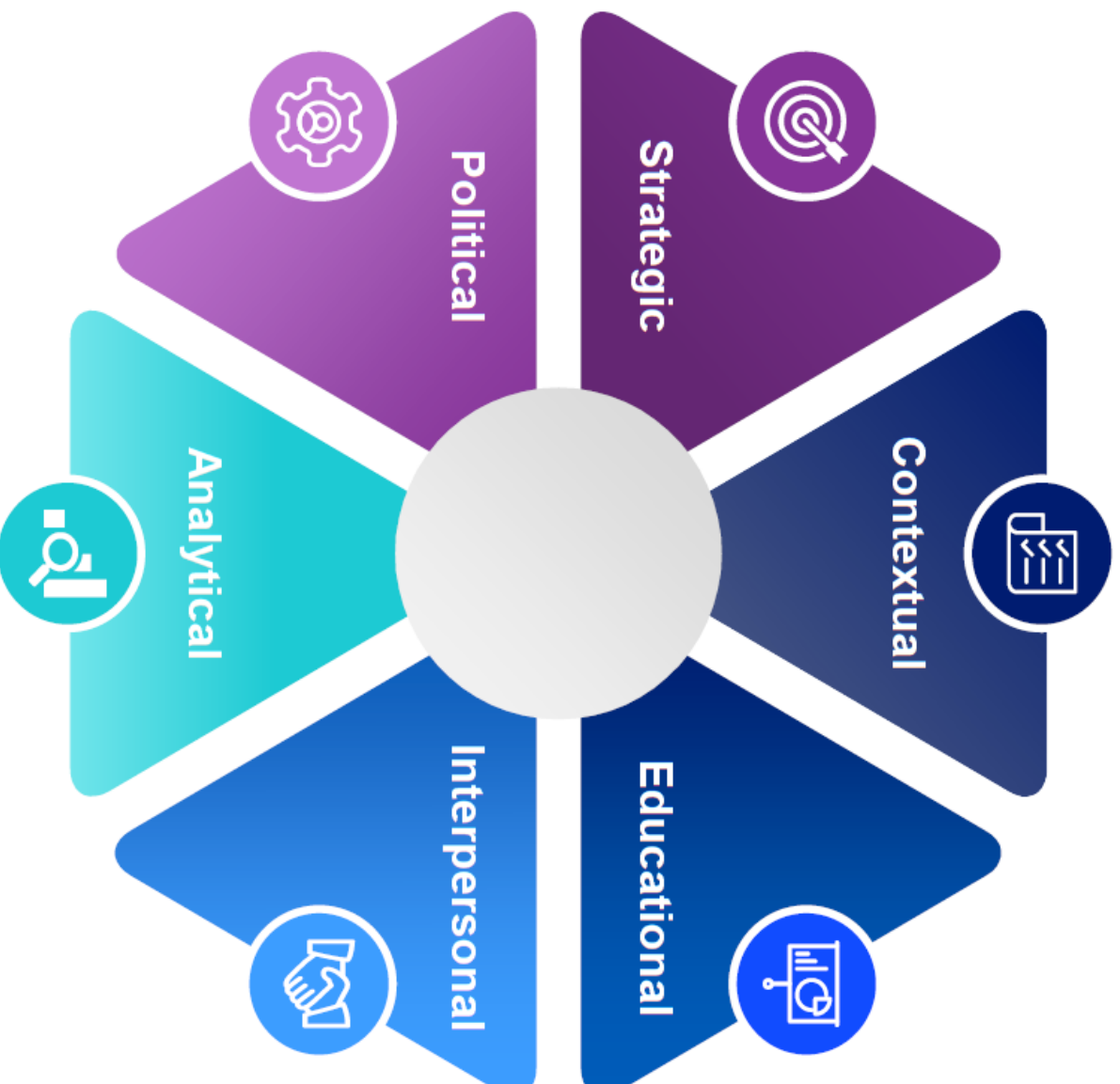
Key Findings

The Institute of Museum and Library Services and Maryland State Library Agency conducted a study to investigate the question, “What makes a Board successful?” Some key findings include¹:

- A shared understanding of the Board’s strategic governing responsibilities and the Executive Director’s day-to-day managerial/ operational responsibilities is needed to operate as an effective team
- Board members desire more frequent training opportunities (at least 2 times a year). Boards should also consider their member composition, including experience and background, and tailor educational opportunities to meet their needs.
- Desired and necessary training topics include:
 - Board roles and responsibilities
 - Financial literacy and fiduciary responsibility
 - Strategic planning and milestone tracking
 - Succession planning
- Board recruitment and retention strategies are pivotal areas of importance in relation to a Board’s ability to reflect/ represent their community and maintain Board diversity at all levels

¹ Source: Maryland State Library Agency, Board Effectiveness Report – 2021 Edition.

Six Characteristics of Effective Boards



Six Characteristics of Effective Committees and Boards

Contextual

- Culture, Norms, and Ethics
- Use vision, values and traditions as guides
- Orient board members
- Invite former members and 'legends'
- Discuss concepts of governance, collegiality and consensus with members
- Review characteristics and values



Six Characteristics of Effective Committees and Boards

Educational

- Knowledgeable about the library and the board's and committee's roles, responsibilities and performance
- Self-reflection—ongoing and retreats; survey
- Set aside time to learn—substance, process or common reading
- Conduct retreats: analyze operations + mistakes
- Meet with leaders from similar organizations
- Rotate committee assignments
- Educate the community about the role of the board



Connecting Board Members to Staff and Community

CCPL Welcomes a New Board of Trustees Member: Shirley Simmons

Tuesday, February 22, 2022

Tell us a little about yourself.

I was born in Boston, MA, the fifth of nine children (a true middle child). I graduated from college and law school in New England and then moved south to Atlanta, Georgia. I met my husband, Nathaniel, there and we have one daughter, Charity. We are a military family.



My husband is an Army retiree and we are both retired from the federal government. I have served soldiers, veterans and their families for the last 22 years. I am a VA volunteer and group leader. I am currently serving on the Board of the Cecil County Community Mediation Center. I am a member of the historic Wright's AME Church in Elktion where I serve as a teacher, women's ministry leader and church administrator.

What led you to want to serve on the Library's Board of Trustees?

I believe the public library is a vital community anchor and great societal equalizer. The Cecil County Library system is an amazing accomplishment in a county this size. The pandemic has shown us that the Cecil County Library system serves as a resource in the areas of education, health, employment, business and charity. I desired to contribute to this legacy, to assist in accomplishing the library's mission and to support its core values of community, access for all, reading and literacy, trust and integrity, continuous learning and leadership.

What do you love about the Library?

I come from a family of avid readers. For my siblings and I, the library exposed us to places, ideas, and people outside of our reality. We spent a great deal of time at the Boston public libraries. I worked in the public library during high school and at the university libraries in college and law school. What I love about the library is that your age, race, ethnicity, or economic status does not matter, knowledge, information, and resources are available to everyone.

What's something you wish other community members knew about the Library?

Our public library offers more than borrowing books. They are great community spaces providing study and meeting rooms, outdoor spaces, internet access, job help, hands on experiences for kids, business and nonprofit resources, and special programs. The new North East Library is state of the art and designed based on input from across the community.

What's something you've recently read and would recommend?

Call Us What We Carry, poems by Amanda Gorman.

Six Characteristics of Effective Boards & Committees

Interpersonal

- Inclusiveness, collaboration, cohesiveness
- Equal access to information
- Events to interact
- Share information widely + regularly
- Pair new with veteran members
- Attend to board and committee process
- Groom future leaders



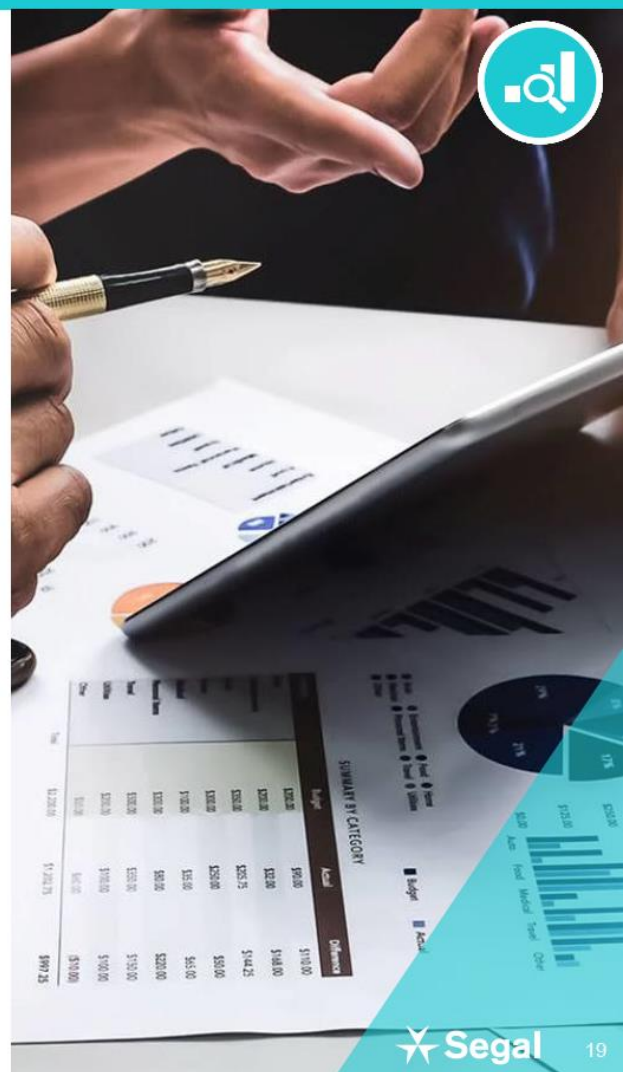
Establishing a Youth Board of Representatives



Six Characteristics of Effective Boards & Committees

Analytical

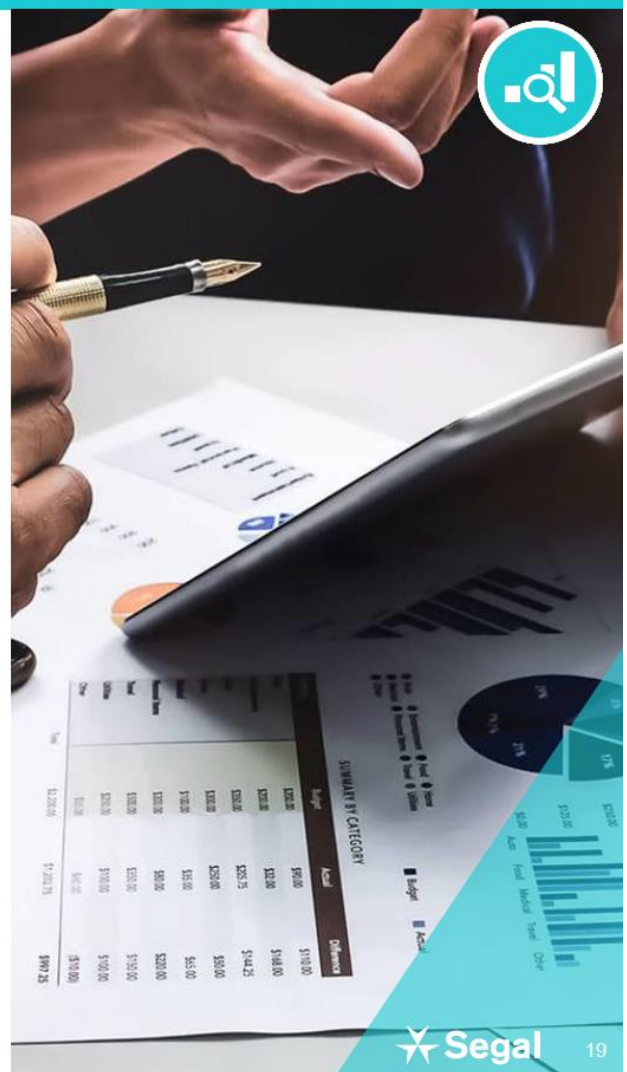
- Recognize the complexities and subtleties of issues, accept ambiguity
- Think critically, raise doubts, explore trade-offs, encourage differences of opinion
- Analyze issues and events—multiple potential outcomes and points of view
- Play devil's advocate
- Develop emergency + contingency plans
- Role play perspective of stakeholders
- Brainstorm



Six Characteristics of Effective Boards & Committees

Analytical

- Recognize the complexities and subtleties of issues, accept ambiguity
- Think critically, raise doubts, explore trade-offs, encourage differences of opinion
- Analyze issues and events—multiple potential outcomes and points of view
- Play devil's advocate
- Develop emergency + contingency plans
- Role play perspective of stakeholders
- Brainstorm



Analytical

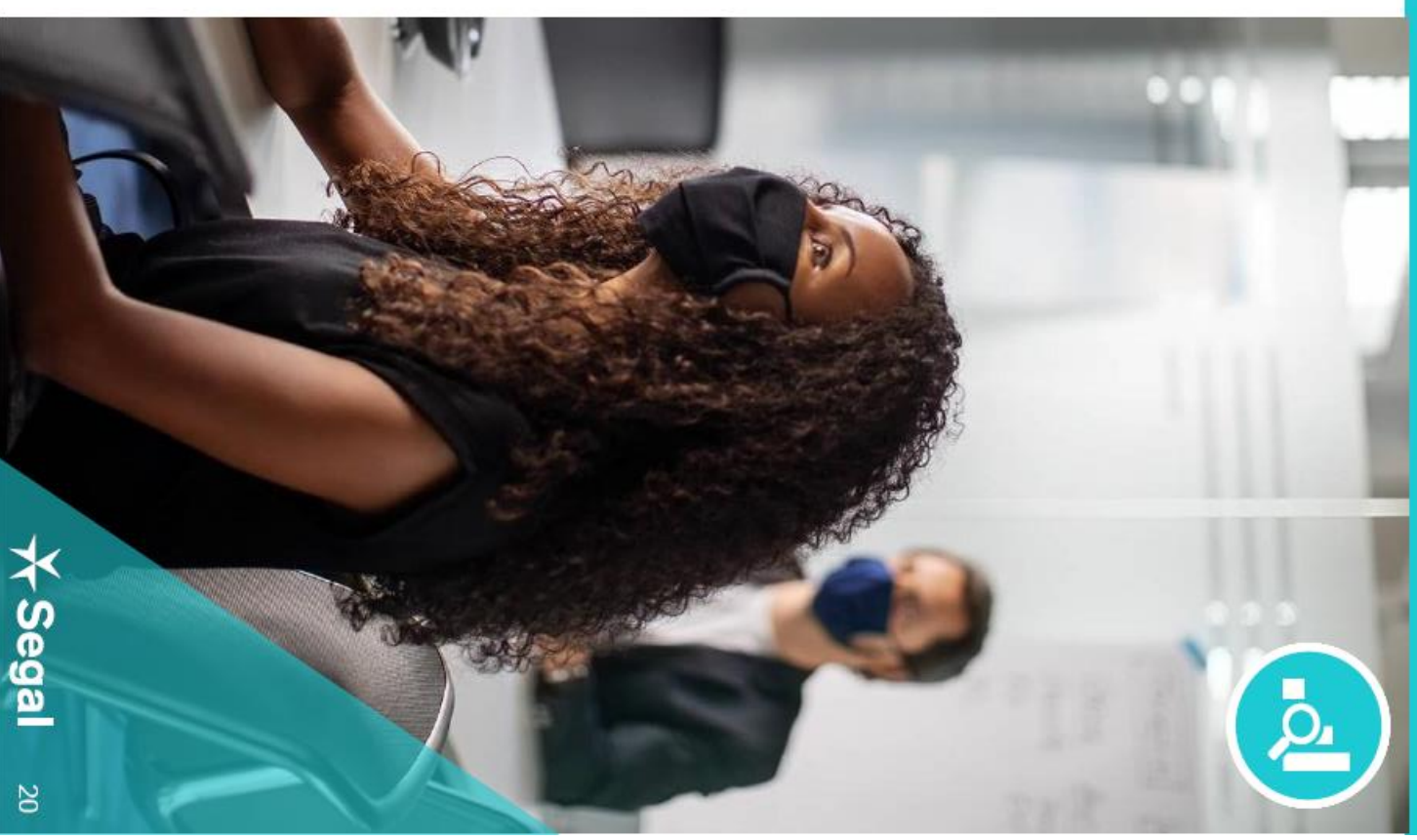
- 



Six Characteristics of Effective Boards & Committees

Political

- Develop and maintain healthy relationships among constituencies
- Respect the integrity of governance and legitimate roles of other stakeholders
- Broaden channels of communications
- Invite stakeholders to serve on committees and task forces
- Invite outside leaders to address the board or your committee
- Visit with library staff
- Keep options open and avoid win/lose
- Be sensitive to all stakeholders



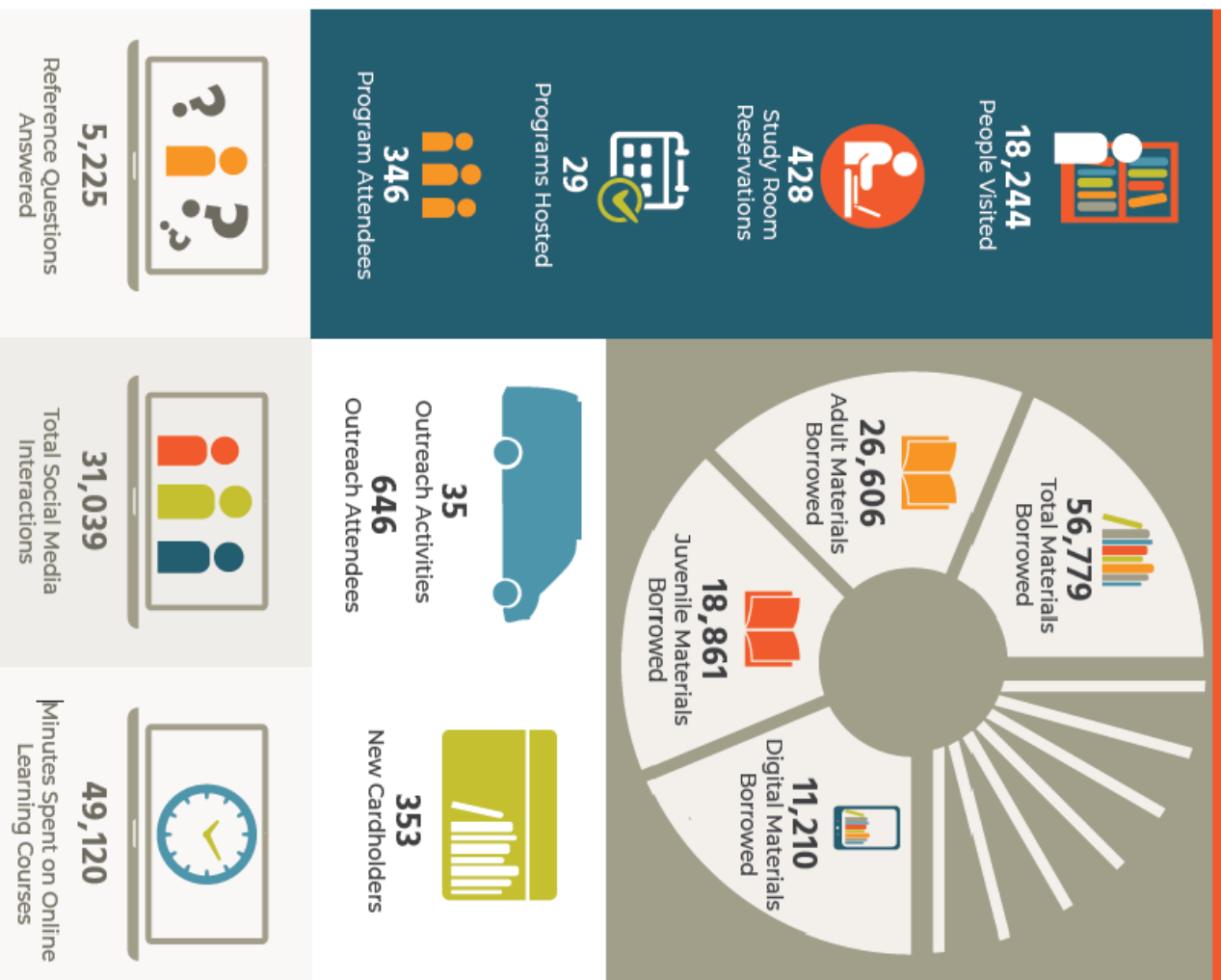
Six Characteristics of Effective Boards & Committees

Strategic

- Shape strategy and priorities for the future
- Align the work with strategy
- Establish board and committee priorities and a workplan based upon the library's strategies and priorities
- Provide key questions for discussion in advance of meetings
- Anticipate potential problems
- Develop a board information system, and meeting agendas, that are strategic, selective and graphic



Library Services Impact - February 2022



Example of a Monthly Impact Infographic

Six Characteristics of Effective Boards

Summary

The Best Boards...

1. Keep their history and context familiar
2. Spend time educating board members in key areas
3. Pay attention to the board as a team or cohesive group and incorporate social time for board members to get to know and trust each other
4. Attend to succession planning and nurture future board leadership
5. Discuss the views of key stakeholders and create opportunities for board members and stakeholders to interact
6. Ensure that most board meetings, most of the time, focus on strategic matters

Activity: Characteristics of Effective Boards

Several community members have asked the Library Director to ban two LGBTQ-themed books, “Lawn Boy” by Jonathan Evison and “Gender Queer” by Maia Kobabe, from the Library.

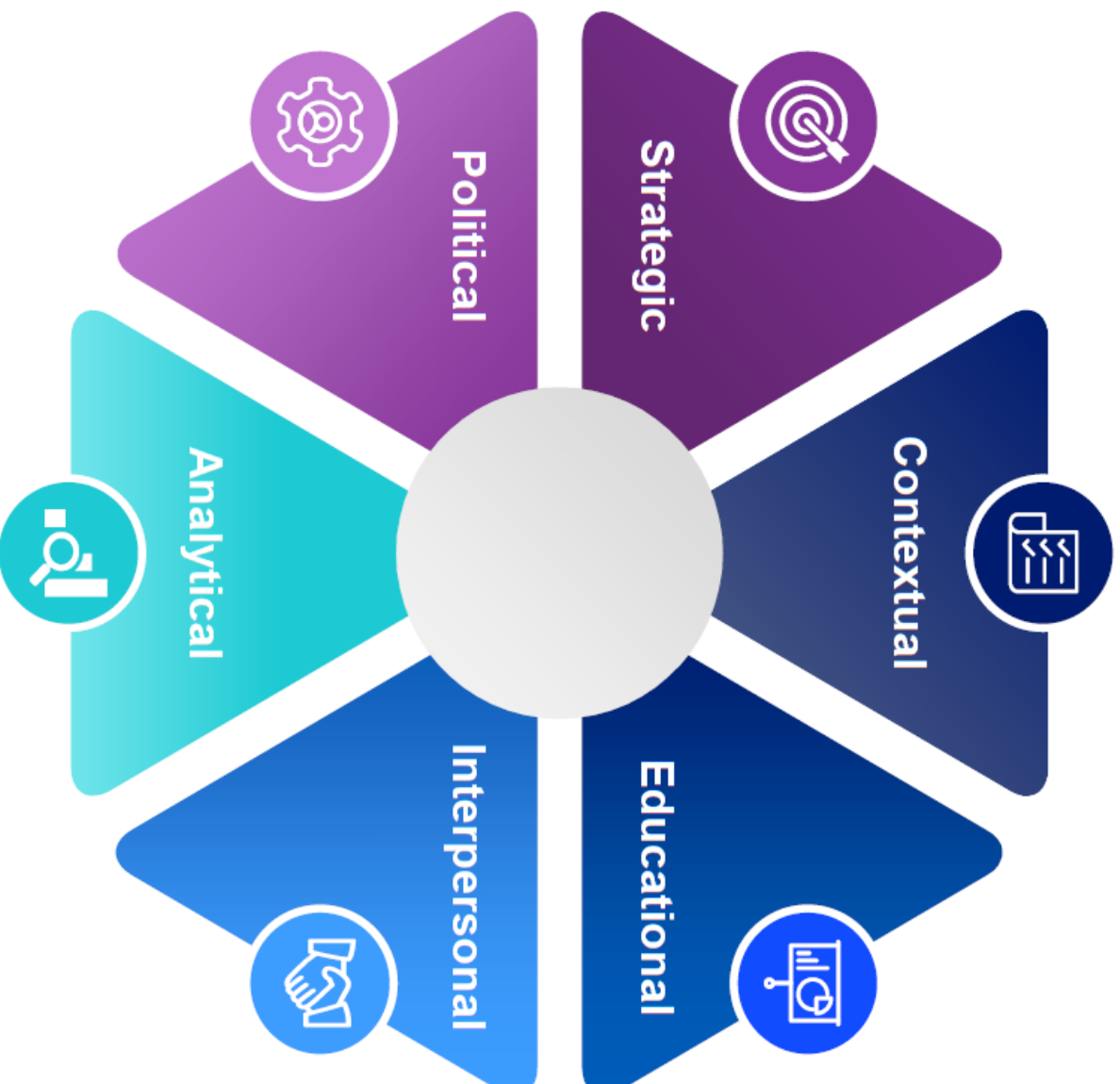
Using the six characteristics framework...

- How would you respond or what would you consider for each characteristic?
- How would your Board approach the topic?
- What would the Board's next steps be?

Small groups: **10 minutes**,
review and discuss

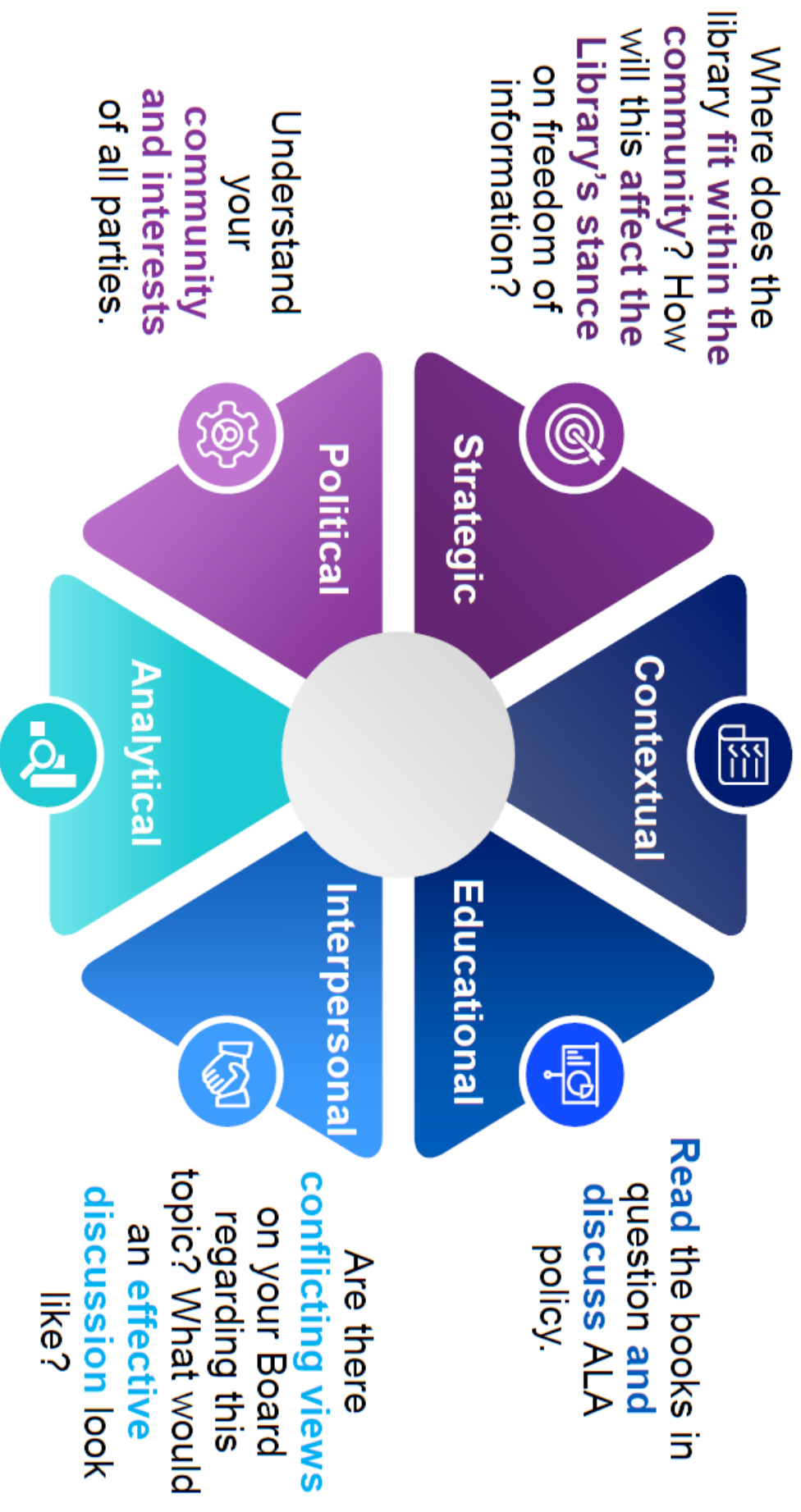


Six Characteristics of Effective Boards



Activity: Characteristics of Effective Boards

Discuss your Board's collection development policy.



Consider both short and long term pros and cons.

Thank You!

Paula M. Singer, PhD

Vice President, Senior Consultant

psinger@segalco.com

410-591-2305

Morgan Miller, MLS

Executive Director

Cecil County Public Library

443-907-6020

mmiller@cecilcountylibrary.org

