

1. Agenda

Documents:

[2020-03-05 Library Commission Work Session Agenda_Revised.pdf](#)

2. Meeting Materials

Documents:

[2020-01-16 Library Minutes.pdf](#)
[Assessment Needs.pdf](#)



CITY OF YACHATS

LIBRARY COMMISSION 441 Hwy 101 N., Yachats, Room 3 March 5, 2020 at 10:00am Work Session and Special Meeting

AGENDA

Work Session

- I. Discussion of Consultants for the Needs Assessment

Special Regular Meeting

- I. Meeting called to order
- II. Approval of February 2020 Minutes
- III. Election of Chair and Vice Chair for 2020
- IV. Selection of Consultant for Library Needs Assessment
- V. Business
 - a. Other Business
 - b. From the Commission
 - c. From the Floor
- VI. Adjourn

This meeting is open to the public and all interested persons are invited to attend. This meeting will be audio taped. All items to be considered by the Commission must be submitted to City Hall no later than one week prior to the meeting. Minutes of all public meetings are available for review at City Hall, or on the City website at www.yachatsoregon.org.

In accordance with ORS 192.630, City of Yachats will make a good faith effort to provide accommodations for any person desiring to attend a public meeting, if the request is made at least 48 hours in advance of the meeting time. The meeting room is physically accessible to persons with mobility devices; a sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541- 547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance.

Posted: 2/26Library Commission Agenda/20





City of Yachats

LIBRARY COMMISSION

Work Session

January 16, 2020

Draft Minutes

I. Call to Order

Vice Chair Nikki Carlson called the January 16, 2020 quarterly meeting of the Library Commission to order at 10:02 am in Room 1 of the Yachats Commons. Members present: Marion Godfrey, Nikki Carlson, Dianne Allen, and David Rivinus. Absent: Marv Wigle. Staff present: none. Audience: 6.

II. Minutes of October 8 and December 12, 2020

Commissioner Rivinus moved to approve the October 8, 2019 meeting minutes as presented:

Aye – 4; No – 0.

Commissioner Allen moved to approve the December 12, 2019 meeting minutes as presented:

Aye – 4; No – 0.

III. Election of Officers

Commissioner Godfrey moved to keep the Commission officers as is pending further notice from Commissioner Wigle: Aye – 4; No – 0.

IV. Reports

A. Library Volunteers

Allen reported the Library was getting a defibrillator. The Library will try having morning hours on Wednesdays for February and March 2020. Wednesday hours will be from 10:00 am to 6:00 pm. Sara Moore suggested they notify the cleaning person about this change.

Allen reported they have a fully staffed volunteer shift list and ten people on a list as substitutions. She indicated there were others interested in volunteering, but they were waiting for more opportunities for the volunteers to work.

Godfrey asked about the need to separate library money from the Friends money in the cash drawer. Allen indicated that any book sales would go directly to the Friends. She stated they will have two jars, one for donations and one for other library fees. Allen added that each volunteer will note on their hours sheet how much money they took in.

Allen reported the volunteers continue to be great.

1 **B. Friends of the Library**

2 Commissioner Rivinus reported he would be meeting with Sandy Dunn to get updates. Allen
3 reported she and Rose Valentine meet with her as well. Allen reported the Friends have \$50,000
4 on deposit, a letter of expectation for \$50,000 in a few months, and as estimate of \$50,000 at the
5 end of the year as part of the Peterson donation. Allen reported decisions still need to be made
6 over the location and use of the books. Sue May reported the books have all been categorized
7 and that Dunn would be talking to Peterson to get her approval for what will happen. May noted
8 a significant portion of the books were academic-level reading and text books. May reported
9 some will go to the Library, some will be put into the Library Book Sale, and some will be sold.

10
11 **C. Financial**

12 Commissioner Carlson reported she met with Financial Manager Martha Jirovec and the City
13 Manager about the financial sheets and what will be upcoming. She stated the Library was
14 financially sound. Commissioners wanted to see a monthly budget for the month to compare to.
15 Jane Shay indicated she has received notes from Janet Ratcleff about her expenses. Carlson the
16 City was setting up an account with Amazon for the Library to use, and the Library would get
17 monthly statements. Allen indicated that the login password will indicate who made the charge.
18 Rivinus added that Amazon provides itemized expenditures if items are purchased through their
19 charge system.

20
21 Rebecca Bloch asked if there was a clear designation for roles and responsibilities with who is
22 responsible for what. Allen clarified that the meeting was with the financial person, not the IT
23 people. Rivinus noted that the changes in progress will prove to be very beneficial but patience
24 is needed until the pieces fall into place.

25
26 Bloch stressed that it was extremely important to know the roles and responsibilities with a
27 cloud-based system and with IT. Allen noted volunteers will have to be trained to adjust to the
28 time it takes to load pages on the new system.

29
30 **D. Other - none**

31
32 **V. Commission Business**

33 **A. Approval of Children's Librarians**

34 Jane Shay stated she has owned in house in Yachats for over 30 years and moved here
35 permanently in 2011. She was a kindergarten and Title I teacher. She began volunteering at the
36 Library and has taken on more responsibility over time. She noted her husband would not be
37 assisting her but Suzie Walseben, who is also a former teacher, has agreed to be her assistant.

38
39 Godfrey asked Shay about coverage during her travels. Shay indicated Janet, Carita Edson, and
40 Walseben will be able to run story time when she was out of town. Godfrey suggested Shay ask
41 Janet Ratcleff about the grant for the summer program.

42
43 Godfrey moved to appoint Jane Shay as the Head Children's Librarian of Yachats Library: Aye –
44 4; No – 0.

45
46 **B. Update on Consultant Selection**

Godfrey reported she talked to three consultants: Ruth Metz, Penny Hummel, and a Minneapolis strategy group. She noted that Hummel was currently helping with a project for the Waldport Library and will be meeting with her on January 27, 2020. She still needs to schedule appointments with the other two. She indicated she and Rivinus will be formulating questions and identifying the scope of work.

C. Finances – reported earlier

D. Library Security

Carlson noted that a new phone system was under consideration. Commissioners agreed they need a cordless phone.

Allen reported many users like the current location of the computers. She asked if they had to push the carrels against the walls. Godfrey recalled the location against the wall was to allow the librarian volunteers to observe that the computers were being used appropriately. Commissioners discussed space allocations within the Library.

Allen clarified that she could postpone getting the electrician to do wiring until the new plans are developed.

E. Policies and Procedures

Godfrey reported they are meeting on January 20, 2020 to incorporate the items that must be changed due to the new cloud system. Patty Hodgins was in the process of editing. Godfrey indicated their plans for the Administrative Policy would change because of the need to redress privacy issues.

VI. Other Business

A. From the Commission - none

B. From the Floor - none

Carlson closed the work session at 10:56 am.

Nikki Carlson, Chair

Date

Minutes prepared by H.H. Anderson on January 18, 2019



PROPOSAL TO THE LIBRARY COMMISSION
NEEDS ASSESSMENT AND CONSULTING SERVICES
YACHATS PUBLIC LIBRARY

February 11, 2020

Dear Commissioners Godfrey and Ravinus:

Thank you for the opportunity to meet with you and to learn about your goals for the Yachats Public Library. I am very excited at the prospect of assisting you.

You have a lot of the pieces in place to expand and redesign the library. I can assist you where you need it with that particular goal. I can also help you in several other ways that I will explain.

Needs Assessment: Scope of Services

Because the library expansion and remodel project is slated to be underway in late summer 2020, the order of my explanation below puts the library space needs assessment first. I would expect to engage in the assessment for all three elements somewhat simultaneously.

A. The Needs Assessment for the Library Space

You have a vision for the library, funding that you can leverage, architectural and interior design talent secured, the City's backing, and a timeline goal to match up with the construction season, about August, 2020. Completion of the interior can occur after the season, if need be.

I can assist you in assessing your future needs and in the design of the library space itself. I would do that by exploring your vision, understanding your strategic plan, accumulating input from demographic data and from key informants and stakeholders about the community and greater service-area profile and needs. The key informants and stakeholders are the Library Commissioners, the Friends of the Library, the volunteers, the City Manager, and others that we identify. Your library is a node in an informal network of interlibrary interests and cooperation to benefit the residents of the region. I would seek the input of the neighboring library organizations too. I would apply my knowledge of public



library best practices to help you shape and decide on the library that your community and service-area needs.

As an illustration of my work, I have provided a Needs Assessment for an expansion project I did at the end of 2019. I would appreciate your using the sample only for the purpose of evaluating me as a prospective consultant and that you keep it between the two of you.

In the case of the Yachats Public Library, I would be working with your architect to influence the design and the production of the floor plans rather than an associate architect of my choosing.

B. Determine the Library's Current Needs

Much has been accomplished to enable the library to function, such as the documenting of policies and procedures. This project will (1) inventory those needs and (2) develop a priority list and timeline for meeting those needs: for example, clarifying in documentation the roles and relationships among the library agents, including the Library Commission, the City Manager, the Friends of the Library, and the volunteers. Governance, administration, lines of authority, and so forth will be clarified. Also among the known needs is that of assessing the status of the library in meeting current Oregon Library Association Standards. With this accomplished, the Commission will be in a good position to time the growth and development of the library and to understand the associated costs.

C. Streamline Operations and Practices for Effectiveness

I would begin this immediately on visiting the library and continue to assess the needs of the operation for effectiveness and efficiency through the term of the Project. My process would entail making an operations and practices inventory list, based on interviews and observations and the feedback of Commissioners, Friends, and volunteers. I would assign priority to the list in consultation with the Commissioners and develop an action plan and timeline for your review. The Commissioners would use this product to determine the course and amount of work, what can be done now and in the future, and to whom work would be assigned (staff, volunteer, contractor, or vendor), according to resources of time, talent, and funds. In this way, the Commissioners can control resources on a timeline that is manageable.

Proposed Work Plan

The manner in which I would assist would consist of off-site preparatory work in conjunction and cooperation with you, followed by a 2-3 day site visit, followed by off-site analysis and writing of the Needs Assessment document, and ultimately



presentation of the Needs Assessment to you and key stakeholders, on-site. This could begin in March and conclude by May, 2020. The timeline is flexible: it can be honed as the Project unfolds and firms up.

I would be gathering the bulk of my information for all three goals at my initial site visit of 2-3 days. My purposes would be to see the library with you and the architect, meet with the Commissioners, City Manager, and with individuals and one or more groups of Friends, volunteers, and library organizational neighbors. There may be others we determine along the way that should have input into the needs assessment. Throughout the process, I would be communicating with you to validate my findings, conclusions, and recommendations. I would work with you to coordinate the individual and group meetings with stakeholders and key informants. I would follow-up as needed with key people, like the architect. The proposed work plan includes another site visit at the conclusion of the needs assessment to process the content of the Needs Assessment Report with the stakeholders. I have budgeted into my cost proposal a contingency to allow for another site visit or visits, if needed. I would of course do whatever is necessary to help you meet your goals on time.

Proposed Products

The chief product of the envisioned Needs Assessment is a written report with three parts: the facility space needs, organizational needs, and operational needs. I propose we discuss at project start-up the contents of the Needs Assessment Report, working from the sample I provided, as a point of departure for the facility needs. The organizational and operational sections of your Needs Assessment Report will include an inventory and action plan to work from.

In addition, I will be conferring with you along the way regarding "all things library". For instance, there are current needs, such as governance, that can be clarified readily on paper and during the project, processed through the Library Commission, City, Friends, and volunteers. Not everything will have to wait for the Needs Assessment Report to be issued. However, the findings, conclusions and recommendations made will also be documented in that Needs Assessment Report for future reference.

Cost Proposal Estimate

As requested, I have outlined a cost range. The cost is dependent on the amount of time it takes to conduct the proposed activities. I have estimated it will take 6-10 days to accomplish the proposed work; 6 days on the low end, 10 days on the high end. The cost range is \$9,000 - \$15,000. I have added an additional contingency factor of 15% to the high end of the range; this could be invoked, if necessary and authorized by you. My day rate is \$1200 (pro-rated to the quarter



day) and this amount includes mileage, accommodations and meals. There is no charge for travel time.

I have included an outline of the proposed work plan for your review and our discussion and a summary of days and costs. I am happy to talk through it with you and to adjust accordingly.

Consultant Expertise

I am the principal consultant for Ruth Metz Associates, Portland, Oregon. I specialize in library development in its various forms: services, facilities, the organization, and the development of boards, commissions and staff. I have also developed a particular expertise for forming library districts, having worked with a dozen or more Oregon municipalities, counties, and regions to develop sustainable service and funding models for public libraries and library organizations. I have included my resume and I am happy to amplify and to provide references.

I am committed to the continuing development of thriving libraries in our communities. I have earned a strong reputation for working effectively with my clients to achieve their goals, building respectful and lasting relationships that stand the test of time.

Respectfully submitted by,

A handwritten signature in cursive script that reads "Ruth Metz".

Ruth Metz Associates

Outline of the Proposed Work Plan, Time Range, and Timeline

Approximate Timeline	Activity Set #	Project Activity Sets Description	Project Goals		
			Future Needs Library Space	Determine Organizational Current Needs	Streamline Library Operations and Practices
Mar-20					
	1.0	Project Start-Up			
	1.1	Various informational, scheduling, coordinating contacts by email, phone			
	1.2	Project Commissioners (PCs) provide and consultant reviews relevant library info prior to visit identify additional stakeholder, key informants to be interviewed	x	x	x
1 st site visit	2.0	On-Site Observation Meetings Collaboration			
1 st site visit	2.1	Visit the library on location includes walk-thru with Pcs, operational observations	x	x	x
1 st site visit	2.2	Meet with City Manager	x	x	
1 st site visit	2.3	Walk thru with Architect and PC for the purpose of coordinating conclusions	x		
1 st site visit	2.4	Commission, Friends, Volunteers 1.5 hour meeting	x	x	x
1 st site visit (or other)	2.5	Meet with Mary Kay D, key library neighbors in the region	x		

1 st site visit	2.5	Other key informant and stakeholder meetings as cannot be staged in the general meeting	x		
On-going	3.0	Off-site Communication, assessment, analysis			
On-going	3.1	PCs Meetings can be by phone		x	x
On-going	3.2	Communiques with architect, PCs	x		
April	4.00	Space Needs Assessment Written			
April	4.1	Consultant's Space Needs Assessment summary to Commission	x		
May	4.2	Consultant provides Current Needs Inventory List		x	
May	4.3	Consultant provides OLA Standards assessment		x	
August - October		Construction Season			
May	4.4	Consultant's streamline Inventory			x
	5.0	Site visit: present summary report, walk-through, processing with Commission, City Manager/City Council if desirable	x	x	x
Summary of Days					
Low Est	Medium Est				
3	4	Start-up and On-site Assessment			
1	2	Future Needs: Facility			
1	2	Current Needs: Governance, Administration, OLA Standards			
1	2	Operations and Practices Streamlining			
6	10				
\$ 9,000.00	\$ 15,000.00	Subtotal			
	\$ 2,250.00	Contingency			
	\$ 17,500.00	Total			



RESUME: SEE FILE ATTACHED TO EMAIL TRANSMISSION

REFERENCES: ON REQUEST

SAMPLE FACILITY NEEDS ASSESSMENT: SEE FILE ATTACHED TO EMAIL TRANSMISSION



Ruth Metz Associates

Established in 2004, Ruth Metz Associates (RMA) specializes in 21st century library development including facility planning, strategic planning, services planning, organizational development, and leadership development. Ruth Metz is the owner and principal consultant. RMA works independently or with associates for projects needing the combined expertise of library, legal, architectural and other professionals and technicians.

RMA works with local government and libraries of all sizes, helping them to improve libraries and their efficiency, to integrate best practices, and to develop conceptual models and service and funding models for libraries of the 21st century. RMA's clients include rural, suburban, and urban library systems and local governments. RMA has successfully helped communities throughout North America evaluate and improve their libraries and library systems.

Ruth's consulting practice is based on the knowledge, experience, and expertise gained from her years of experience as a library practitioner and manager for libraries in Michigan, Colorado, California, and Oregon, including the highly respected Multnomah County Library. Ruth is the former Deputy Director and Director of the Multnomah County Library and a former Director for a cooperative library system in the San Francisco Bay Area. In her roles as an executive leader for large, metropolitan library systems in Oakland, CA, and Multnomah County, Ruth has planned and evaluated library services and systems, managed budgets exceeding \$44 million, planned the construction of numerous libraries, and effectively navigated the waters of inter-jurisdictional politics.

Ruth's consulting practice has included many feasibility studies for the creation of alternative structures to existing county and multi-county library systems. One of her specialties is conducting feasibility and options studies for local governments and citizens who are considering establishing a library, library district, or who want to weigh various library service options. Ruth is a skilled facilitator and problem-solver. She is an expert in putting together exceptional professional and technical teams for complex projects that require architects, lawyers, technologists, and community planners.

Since establishing Ruth Metz Associates, Ruth has worked as a lead or sub-contractor with architects on several library facility planning projects in the western U.S. Ruth has conducted community needs assessments, developed building programs, and developed innovative concept designs for public and special libraries. These have included the Knowledge and Innovation Center (Nevada State Library and Archives), the expansion assessment for the Churchill County, NV public library, and the needs assessment and building program for the Astoria, OR public library.

Prior to 2004, as a library manager, Ruth has planned and renovated libraries in Michigan (St. Clair County Community College) Oakland CA (Brookfield Branch, Rockridge Branch, Asian Library, Latin American Library, African American Museum and Library at Oakland--the Green Library, and Carnegie



renovations at Temescal, Golden Gate, and Melrose branches, and the Dimond branch); and at Multnomah County Library (17-facility renovation).

Education

Master of Arts in Library Science, University Of Michigan
Bachelor of Arts, University Of Michigan

Professional Library Experience

Ruth Metz Associates, 2004-date

Interim Director of Libraries, Multnomah County, OR Jan-Dec 2003

Deputy Director of Libraries, Multnomah County, OR 1997-2002

Administrative Librarian, Oakland Public Library, CA 1992-1996

Director, Bay Area Libraries, Oakland, CA 1985-1992

Director, Library Development Colorado State Library, CO 1982-1984

Director, Learning Resources, St. Clair County, MI 1976-1982

Coordinator, Public Services, St. Clair County, MI 1972-1976

Oregon Local Government Library Service Options and District Feasibility Studies

Several library local options, service model and district feasibility studies: Wallowa County, Jackson County, Wasco County, Douglas County, Josephine County, Eastern Oregon multi-county district, Columbia and Clatsop County (Oregon north coast library district feasibility study), Lane County, Linn Library League, Malheur County.

Selected Library Services and Facility Planning Projects

Ruth Metz Associates, 2004-date

- Astoria Public Library, Astoria, OR, Astor Public Library Renovation, Building Design with Hennebery Eddy Architects, 2018-2020.
- Astoria Public Library, National Endowment for the Humanities, Challenge Grant of \$500,000
- Alameda Free Library, Alameda, CA, Strategic Planning, 2020-2025
- Astoria OR Public Library Foundation, Board Development and Fund-raising, 2019-on-going.
- Churchill County Public Library Expansion: Needs Assessment, Fallon, NV, 2019.
- Astoria Public Library, Strategic Plan and Service Model redesign, 2018-19.



- Nevada Library Cooperative, Statewide Strategic Plan, 2018
- Nevada State Library and Archives, Carson City Nevada, Knowledge and Innovation Center, 2017-18.
- Newport Public Library, OR, Strategic and Facility Planning, 2015.
- City of Astoria, OR, Community Needs Assessment, Building Program, and Cost Estimate, 2013-14.
- Ledding Library, Milwaukie, OR Needs assessment to identify space needs and service elements, including facility evaluation, 2013.
- Strategic and Facility Planning, Nampa, ID 2012.
- City of Happy Valley, OR, Library Feasibility Study, 2009.
- City of Porterville, CA, Community Needs Assessment and Library Feasibility Study, 2009.
- City of Pasco, WA, Analysis of Library Service Options, 2008.
- City of Alameda, CA, Strategic Plan and Neighborhood Libraries Assessment and Recommendations, 2008.
- City of Milpitas, CA, Library Services Options Study, 2006-07.
- Yolo County Library, CA, County-wide Library Services and Facilities planning project, April 2004-fall 2005.

Oakland Public Library, 1992-96

Brookfield Branch, new community center and Library
Rockridge Branch, new library
Cesar E. Chavez Latin American Library, remodel and expansion
Asian Library, new shared use facility
The African American Museum and Library at Oakland, renovation
Temescal, Golden Gate, and Melrose Carnegie seismic retrofits and remodels

Multnomah County Library, 1997-2003

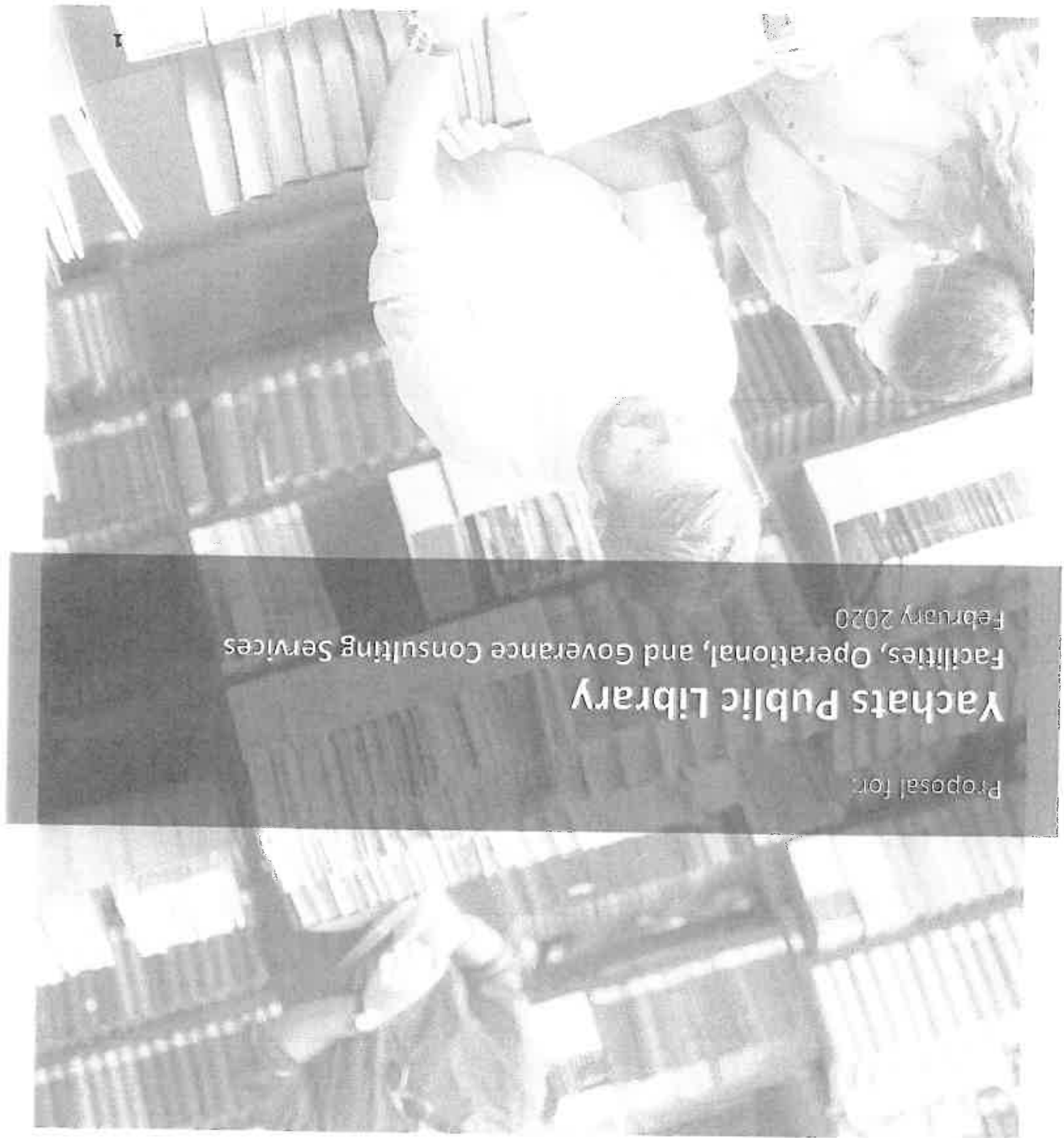
Staff development and technology planning for 15 branch library renovations

Professional Memberships

American Library Association, Oregon Library Association, California Library Association

Contact information for Ruth Metz Associates:

Ruth Metz Associates
Portland, OR 97231
503-422-8024 (phone)
ruthmetz@spiretech.com
www.RuthMetzAssociates.com



Yachats Public Library
Facilities, Operational, and Governance Consulting Services
February 2020

Proposal for:

INTRODUCTION

The Yachats Public Library, located in a small community on the Oregon coast, is looking to grow and professionalize. This includes a possible expansion of its building, changing its governance structure and relationship with the City, and generally professionalizing its operations and services. The all-volunteer Library serves a year-round population of approximately 1,000, but a significantly larger population of tourist and part-time users.

The Library is seeking a consultant to provide:

1. A review and recommendations for future governance of the Library and the Library/City relationship
2. An assessment of the current facility, and a plan/recommendations for expansion and/or rearrangement of the current space
3. A review of current operations and services, with subsequent recommendations for future service directions to meet the needs of patrons and its community.

ABOUT LIBRARY STRATEGIES

Library Strategies is a consulting group of The Friends of the Saint Paul Public Library, the 501(c)(3) private, nonprofit foundation for the Saint Paul (Minnesota) Public Library. Library Strategies was established in 2006 to provide services *exclusively* to libraries and their support organizations. Now in its 13th year, and based *inside of* a nonprofit library organization, Library Strategies is uniquely poised to focus on our library clients' service mission and individual goals.

The Friends. The Friends of the Saint Paul Public Library was founded in 1945 as an all-volunteer library support organization. Today, led by a staff of 15, The Friends raise millions of dollars in private support for the Saint Paul Public Library, and conduct successful annual advocacy and PR/marketing programs to increase public support. The Friends also provides extensive adult programming services to assist the Library. Its programming efforts include two statewide activities: the Minnesota Book Awards, and serving as the Library of Congress's designated Minnesota Center for the Book.



Library Strategies. Our in-house consulting firm was created by the Saint Paul Friends after numerous requests from other libraries for advice and ongoing counsel. Library Strategies staff (all part of The Friends) includes a director, principal consultant, and project managers, plus additional marketing, finance, and administrative support from Friends staff. Additionally, Library Strategies currently has more than 10 affiliated expert consultants across the country who work on a contractual, project basis under the direction of a principal staff consultant.

Library Strategies provides the following core services to libraries and their support groups: strategic planning; development and fundraising; marketing and public awareness; advocacy and advocacy training; Friends and foundation assessments and development; board leadership and development; space and facilities planning and assessments; and staffing and technology assessments.

We are passionate about helping libraries deliver on their missions and achieve their visions for increased community impact. We believe that a public library is the heart of a dynamic community. You will find our team smart, experienced, creative, passionate, and dedicated to libraries.

A listing of Library Strategies clients in planning is attached in the Appendices.

PROJECT WORK PLAN

Step 1: Data and Background Review

The project will begin with reviews of the Library's data and statistics, budgets, by-laws, policies and other relevant background materials, as well as information on the Yachats community and its needs. Additionally, Library Strategies will conduct 3-5 confidential phone interviews with key Library and City leaders to hear qualitatively about the Library's standing, needs, and future directions.

Step 2: Two-day Site Visit

Following the background review and interviews, Library Strategies will conduct a 2-day site visit to the Library by two principal consultants. The site visit will be to review the current state of the facility, operations and services, but equally importantly to meet with key constituents.

The meetings will include:

- Discussion with the leading library volunteers
- Meeting with city officials

- Meeting with regional library staff (if possible)
- Discussion with Library Board
- If possible, a discussion with a small group of current patrons

The facilities review will include a walk-through, taking detailed notes, pictures, and perhaps measurements. The review will look at the layout of the facility, but also examine it through the lens of current and future service offerings. Observations of current use will also factor into the analysis. Throughout the meetings with various stakeholders, goals and ideas for the possible addition to the Library will also be discussed.

Step 3: Creating a Written Report and Recommendations

Following the on-site visit, Library Strategies consultants will draft a written report and recommendations regarding future governance, and renovation/expansion of the Library facility. Expected to be 10-15 pages in length, the report will include an executive summary, findings, options for the future, and recommendations. Where possible, samples or other guidelines will also be included in the report and recommendations.

TIMELINE AND DELIVERABLES

Once initiated, the project can be completed in two to three months. If possible, the site visit will be coordinated with visits by the lead consultants to other Oregon clients (currently scheduled for mid-April) in order to minimize costs. Project deliverables are: facilitation of meetings and discussions, and a written report and recommendations.

PROJECT BUDGET

Library Strategies proposes to provide the above stated services for the following fees plus expenses. Fees are based on our standard daily rate of \$1,500 (\$187.50 per hour), with 4 days of consultant time projected. Library Strategies does not charge for travel time. Expenses are expected to include lodging, transportation from the Portland area, and meals.

TOTAL PROJECTED FEES AND EXPENSES = \$7,000

Library Strategies is happy to provide a not-to-exceed cost in a final contract or agreement for services.

PROJECT CONSULTANTS

The lead consultants projected to work on the Library's project are Stu Wilson and Toni Garvey. Other Library Strategies consultants or staff may be included in the project as needed or if there are scheduling constraints. Consultant vitas are listed in the Appendices.

REFERENCES

Available on request.

CONCLUSION

Library Strategies would be pleased to partner with Yachats Public Library in assessing its facility, governance, and future operational directions. We believe that our consultants' comprehensive knowledge and experience with libraries nationwide positions us well to be an asset throughout this key period for the Library.

Thank you for considering this proposal.

CONTACT INFORMATION

Stu Wilson, Principal
Library Strategies Consulting Group
1080 Montreal Avenue, Suite 2, Saint Paul, MN 55116
www.librarystrategiesconsulting.org
stu@thefriends.org
651-253-3231



Partial Client List

Strategic Planning:

Anoka County Library (MN)
Arlington Heights Public Library (IL)
Bayport Public Library (MN)
Bozeman Public Library (MT)
Brentwood Library (TN)
Bridgman Public Library (MI)
Central Arkansas Library System (Little Rock, AR)
Champaign Public Library (IL)
Chattahoochee Valley Libraries (GA)
Clarksville-Montgomery County Public Library (TN)
Commerce Township Public Library (MI)
Council of State Library Agencies (KY)
Cromaine District Library (MI)
Crystal Lake Public Library (IL)
Davenport Public Library (IA)
Decatur Public Library (IL)
Duluth Public Library (MN)
Friends of the Bozeman Library (MT)
Friends of the Maple Lake Library (MN)
Glencoe Public Library (IL)
Gwinnett County Library (GA)
Hudson Area Joint Library (WI)
King Abdul Aziz Library (Riyadh, Saudi Arabia)
Kingsport Public Library (TN)
Lewis & Clark Public Library (MT)
Loudoun County Public Library (VA)
Menomonie Public Library (WI)
Meridian Public Library (ID)
Minnesota Genealogical Society (MN)
Muskegon Area District Library (MI)
Newark Public Library (NJ)
Normal Public Library (IL)
Palm Springs Public Library (CA)
SAMMIE regional system (MN)
Schlow Region District Library (PA)
SELCO/SELS regional system (MN)

SENYLRC regional system (NY)
St. Charles City-County Library District (MO)
Stillwater Public Library (MN)
Traverse des Sioux Library System (MN)
Washington County Library System (MN)
Washington County Library System (PA)
White Plains Public Library (NY)
Wisconsin Dept. of Public Instruction
Woburn Public Library (MA)

Facilities Planning/Assessments:

Big Horn County Public Library (WY)
Brentwood Library (TN)
City of Byron (MN)
Clarksville-Montgomery County Library (TN)
Duluth Public Library (MN)
Franklin County Library System (PA)
Gardiner Community Library (MT)
Marathon County Library (WI)
Marathon Public Library (TX)
Park Rapids Public Library (MN)
Racine Public Library (WI)
Shawano Public Library (WI)
Swarthmore Public Library (PA)

*In addition to the above clients, Library Strategies has worked with numerous libraries and library foundations/Friends across the country and internationally, providing services such as: feasibility studies, capital campaigns, development plans, system assessments, Friends and foundation mergers, staffing plans, advocacy training, board training, marketing, and program evaluation. Library Strategies also conducted year-long capacity building institutes for over 40 small and rural libraries over 5 years in Minnesota, North Dakota and western Wisconsin.

STU WILSON

Areas of Expertise

- Strategic Planning
- Fundraising and Development
- Library Friends and Foundations
- Board Training and Development
- Marketing and Public Awareness

Experience

- 2018- Director, Library Strategies Consulting Group, Saint Paul, MN
2007-2017 Principal, Library Strategies Consulting Group, Saint Paul, MN
2008-2012 Executive Director, Friends/Foundation of the Hennepin County Library, Minneapolis, MN
1997-2008 Vice President, The Friends of the Saint Paul Public Library, Saint Paul, MN
1992-1996 Assistant Director, Silas Wright Museum/St. Lawrence County Historical Association, Canton, NY
1987-1989 Assistant Director, Michigan Literacy (based in Library of Michigan), Lansing, MI

Education

University of Oregon, M.A., Art and Architectural History, 1982
University of Wisconsin - Madison, B.S., History and Art History, 1979

Affiliations and Honors

Affiliations: American Library Association, Minnesota Library Association, Public Library Association

Honors (personal or staff leader): National Award for Library Outreach, Institute of Museum and Library Services; Best Friends Award, Friends of Libraries USA; John Cotton Dana Award, American Library Association; John Sessions Memorial Award, American Library Association; Marshall Cavendish Award, American Library Association; Hispanic Community Service Award, Instituto de Arte y Cultura, Minneapolis

Recent Board Service:

Coffee House Press, Fitzgerald in Saint Paul; Minnesota Book Awards; Minnesota Library Foundation

TONI GARVEY

Experience

LIBRARY STRATEGIES CONSULTING GROUP, St. Paul, MN

2013 – present

- Feasibility and facility studies
- Library governance and development
- Staff planning and development
- Strategic planning
- Development and implementation of advocacy plans

PROVIDENCE ASSOCIATES LLC, Cottonwood, AZ

2005 – 2017

- Library strategic planning
- Collection analysis
- Service plan development
- Facilities master planning

PHOENIX PUBLIC LIBRARY, Phoenix, AZ **City Librarian**

1996 – 2011

LOUDOUN COUNTY PUBLIC LIBRARY, Leesburg, VA **Director (1992-1996); Assistant Director (1987-1992)**

1987-1996

Education

Western Michigan University, BA and MSL

Professional Affiliations

American Library Association; Public Library Association (President 2002); Arizona Library Association; Urban Libraries Council

Honors

Library Journal Librarian of the Year, 2004

PENNY HUMMEL
Consulting

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February 5, 2020

Yachats Public Library Commission
560 West 7th Street
P.O. Box 817
Yachats OR 97498

Dear Members of the Yachats Public Library Commission:

I am pleased to present a proposal to the Yachats Public Library for a needs assessment focusing on facilities, operations and governance. With the benefit of over 12 years as a public library director and administrator, I established Penny Hummel Consulting in late 2013, and since then, have worked with 44 clients on 55 projects in seven states. The focus of my practice is supporting public libraries in the areas of organizational development, facilities planning, marketing and fundraising. Thus far, I have developed library facilities programs for seventeen public libraries in Oregon, Washington, California and Utah.

The proposal that follows this letter outlines my suggested approach with a budget of \$13,125 in consultant fees and an estimated \$1,732 in travel costs. I am available to begin this work in early April. If I can provide any additional information, please let me know. Thank you.

Sincerely,



Penny Hummel, MLIS

Summary of 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. I have been an independent library consultant since 2013. My current 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 past projects and clients, is www.pennyhummel.com

With respect to libraries facilities planning, I utilize the methodology developed by noted California library consultant Kathryn Page, which informed the development of over 150 completed library projects in the U.S. This approach is objective, analytical and detail oriented and includes gathering community input, analysis of library service delivery and collections, stakeholder interviews and review of demographic information. As of the fall of 2019, I have completed library facilities planning projects in Oregon (Salem, Sweet Home, Coos Bay, Corvallis, Springfield, Roseburg, Christmas Valley and the four branches of the Josephine Community Library District), California (Santa Cruz Central Library, Yolo, and Menlo Park), Washington (Longview, Washougal, Woodland and Ridgefield) and Utah (Logan).

I am experienced in meeting facilitation with various library stakeholder groups (staff, friends, foundations and library boards), public presentations and data analysis. As a consultant, my work has included facilitating nine public library strategic planning processes for public libraries on the West Coast, researching and writing 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.

My background as a library administrator includes providing successful leadership for both urban and small town libraries. 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 communications, website and system wide programming.

Scope of Work

The library's leadership has identified the desirability of a needs assessment focusing on three key areas: facilities, operations and governance. This work is timely for several reasons, including the apparent need for an expanded library and efforts by the City of Yachats to standardize processes across city departments. The library's heavy reliance on volunteers for its daily operations has a significant impact on all three areas to be explored in the needs assessment.

With respect to the facilities component of the project, the first step towards a new or revitalized library facility is documenting needs and articulating a vision for the future that anticipates the community's future demands upon its library. To achieve this first step, the primarily deliverable of this planning process will be a written report incorporating the following:

- Review of community demographics.
- Assessment of current facility, including strengths and deficiencies.
- Recommendations for each area of the library facility—both in narrative form and as a detailed Excel spread sheet (including, for example, the number of seats and computers in each area, and shelving recommendations for each area of the collection).
- Estimate of needed square footage to respond to community needs.

The final facilities report will not include a structural evaluation of the library facility, a formal layout of an expanded library, or a customized cost estimate. These components are best undertaken by an architect in a subsequent phase of work, utilizing the current study as a foundation.

An assessment of the library's governance structure and operations is also a priority. The City of Yachats is working towards standardizing and professionalizing processes across city departments, which will result in changes for the library. Currently, everyone associated with running the library (whether a volunteer, library director or library commission member) is a volunteer, which can result in a lack of clarity about accountability and authority. Changes in the state of Oregon's legal definition of a public library may result in the hiring of a paid library director, which will create a whole new dynamic. The library is also interested in having a better understanding of what joining the Lincoln County Library District would entail (not only with respect to cost, but also with respect to operations and logistics, including but not limited to the library catalog). Exploring these issues will involve information gathering from many key stakeholders, including library and Friends of the Library volunteers, representatives of the City, the Library District and other organizations.

The completed needs assessment will offer a written analysis of the operational and governance issues the library is currently facing, as well as suggested solutions and options for the future.

Project Activities

Gathering data. This portion of the work plan includes the following activities:

- Start work meeting with library leadership to clarify expectations and outcomes.
- Evaluation and assessment of the current facility from a service perspective.
- Focus groups with library volunteers, Friends and the library board.
- Information gathering from key stakeholders, including library and Friends of the Library volunteers, representatives of the City, the Library District and other organizations.
- Two public meetings to share information about trends in 21st century libraries and gather the community's hopes and dreams for their library.
- A community survey, available online and on paper.

Visit #1 (8 hours) <i>Suggested date: 4/9</i>	• Start work meeting (with library board or project team) ○ Goals, timeline, data needed ○ Involvement of the library's various stakeholders (individuals and groups) ○ Initial discussion of facility, governance and operational issues and needs. • Physical review (and documentation) of the current library
4 hours	• Develop print/online survey (focused on the library facility) and work with library leadership on dissemination and promotion
Visit #2 (8 hours) <i>Suggested date: 4/16</i>	• Volunteer focus group • Two community meetings (one during the day, one in the evening)
5 hours	• Review of information from library district (and if appropriate, other nearby libraries) • Interviews with key people (volunteers, board members, city staff) on operational and governance issues

Developing the needs assessment. This portion of the work plan includes the following activities:

- Review of community demographics.
- Review of the library's usage statistics, collection data and guiding documents (such as the library's strategic plan).
- Review of operational and governance documentation
- Development of the library program (interlocking Excel spreadsheets with detailed information about the contents of a new or renovated library).
- Preparation of written assessment of current facility and narrative to accompany the library program.
- Preparation of written assessment of governance and operational issues.

30 hours	• Data collection and review • Preparation of library program (Excel spreadsheets) • Preparation of narrative to accompany library program • Preparation of governance and operational assessment
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Present findings and recommended plan to library/city leadership.

Visit #3 (8 hours) <i>Suggested date: 5/28</i>	• Project team meeting: ○ Review overall findings of needs assessment ○ Present draft program of library facility (Excel spreadsheets) and discuss potential options/changes.
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4 hours	• Revise assessment based on library and stakeholder input
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Visit #4 (8 hours) <i>Suggested date: June 11 or 17</i>	• Library board or city council meeting ○ Review overall findings of needs assessment, and present facilities program.
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Budget

Consultant fee: **\$13,125 (75 hours @ \$175/hr.)**

Travel costs: **\$1,732**

• Mileage: 159 x 2 x .575	\$183
• Hotel	\$175
• Meals	\$75
Total per trip	\$433
Four trips	\$1,732

Note: this estimate assumes a scenario where I have no other nearby meetings, but given that I am currently scheduling other clients on the Oregon Coast, I anticipate that some trips will be combined, which will reduce travel costs.

TOTAL: **\$14,857**

References

Facilities Planning

Kate Lasky, Director
Josephine Community Library District (Grants Pass, OR)
541.476.0571
klasky@josephinelibrary.org

Sami Pierson, Director
Coos Bay Public Library (Coos Bay, OR)
541.269.1101
spierson@coosbaylibrary.org

Needs Assessment

Sherril Paul, Former Board Member
Lower Umpqua Library District (Reedsport, OR)
541.404.2562
sherril.a.paul@gmail.com