



CITY OF OREGON CITY REGULAR MEETING AGENDA

Conference Room (2nd Floor), Oregon City Public Library, 606 John Adams St, Oregon City
Wednesday, August 28, 2024 at 5:00 PM

Ways to participate in this public meeting:

- Attend in person, location listed above. Please see the public comment guidelines below.
- Register to provide electronic testimony (email dbutcher@orc.org by 3:00 PM on the day of the meeting to register)
- Email dbutcher@orc.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)

1. CALL TO ORDER AND ROLL CALL

2. APPROVAL OF MINUTES

2.a. July 24, 2024 Regular Meeting

3. LIBRARY DIRECTOR'S REPORT

3.a. Library Director's report and statistics for July, 2024

4. PUBLIC COMMENTS

Please see the public comment guidelines below.

5. DISCUSSION ITEMS

5.a. Recent Clackamas Board of County Commissioners policy sessions

6. COMMUNICATIONS

7. ADJOURNMENT

PUBLIC COMMENT GUIDELINES

Complete a Comment Card prior to the meeting and submit it to the clerk. When the Chair calls your name, proceed to the speaker table, and state your name and city of residence. Each speaker is given 3 minutes to speak. As a general practice, the committee does not engage in discussion with those making comments. Complaints shall be addressed at the department level prior to addressing the committee.

ADA NOTICE

The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the [Oregon City's website](https://www.oregoncity.org) and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WPMC at 503-650-0275 for a programming schedule.



CITY OF OREGON CITY LIBRARY BOARD REGULAR MEETING MINUTES

**Conference Room (2nd Floor), Oregon City Public Library, 606 John Adams St,
Oregon City**

Meeting

Wednesday July 24, 2024 at 5:00 PM

Remote attendance for this meeting is available via Zoom; please contact Denise Butcher (dbutcher@orccity.org) for the meeting link.

CALL TO ORDER

David Goldberg called the meeting to order at 5:00 pm.

ROLL CALL

Members Present: Bill Carton, David Goldberg, Lisa Oreskovich, and Larry Osborne were present in person. Cynthia Andrews and Heidi Blackwell were present via Zoom. Nick Dierckman had an excused absence.

Staff Present: Greg Williams, Library Director, was present in person.

APPROVAL OF THE MINUTES

1. May 22, 2024 Regular Meeting

Heidi Blackwell recommended amending the May 22, 2024 minutes to include the decision to hold an optional meeting at Molalla Public Library in place of a June Regular Board Meeting. Larry Osborne moved to approve the May 22, 2024 Library Board Regular Meeting Minutes as amended. Lisa Oreskovich seconded the motion. Cynthia Andrews, Heidi Blackwell, Bill Carton, David Goldberg, Lisa Oreskovich, and Larry Osborne voted aye. The motion passed.

LIBRARY DIRECTOR'S REPORT

2. July 2024 Director's Report and Library Statistics

Greg Williams reported on year-over-year statistical trends, forthcoming art installations in the Children's section, outreach at Mulino Hamlet, and Library finance updates. Discussions of digital licensing, reevaluating long-term financial projections, and logistics of using the community room as a cooling center occurred.

PUBLIC COMMENTS

None.

DISCUSSION ITEMS

3. Library By Mail

Helen Juarez, Circulation Coordinator, presented on the implementation of the Library By Mail service to increase access for patrons unable to visit the library. A \$1,500 grant from Oregon City Women's Club paid for initial supplies.

4. Carnegie and Lobby Floor Replacement

The replacement of first floor wood flooring was broadly discussed. Topics included: whole and phased approaches, public communication, logistics of minimizing of service disruptions, project oversight, and potential reuse of original building materials. At present, a whole project approach was preferred, was estimated to take up to three weeks to complete, and had a budget of \$125K. January and February were identified as times with the least patron impact. Modified access to materials and programs was expected during the project and staff hours would be unchanged. Staff will continue to gather information as project preparation solidifies.

COMMUNICATIONS

Library District Advisory Committee (LDAC)—Meeting scheduled for July 2 with County to present on proposed amendments to the Library District IGA. David Goldberg made a motion to draft a Board statement to share with County presenters that while the effort and time spent to revise the IGA were appreciated, the proposed changes did not clarify the issues raised. Larry Osborne seconded the motion. Cynthia Andrews, Heidi Blackwell, Bill Carton, David Goldberg, Lisa Oreskovich, and Larry Osborne voted aye. The motion carried.

Library Foundation—July meeting was canceled and the long-range planning retreat was postponed. The site visit to Molalla for outreach vehicle information was viewed positively.

Friends of the Library—Friends thought the Molalla visit was helpful, bookstore sales continued to increase monthly, and Friends were contributing funds to the end of Summer Reading party.

A City volunteer appreciation event was scheduled for July 30.

Teen Advisory Committee (TAC)—No meetings scheduled during summer; applications for 2024-25 year were being accepted July 1-August 2, with interviews to follow.

ADJOURNMENT

David Goldberg adjourned the meeting at 5:58 pm.

Oregon City Public library
Monthly Statistical Report
Reporting period: July, 2024

PATRON STATISTICS

	Current Month	FY 24/25 YTD	Last Month	Same Month Last FY	FY 23/24 YTD
New Patron Registrations	316	316	289	373	373
Total Registered Patrons	19,168	19,168	18,858	18,454	18,454
Library Visitors (Ins)	15,096	15,096	13,950	15,081	15,081
Library Visitors (Outs)	14,834	14,834	13,714	14,861	14,861

CIRCULATION (includes 1st-time circ and renewals)

Adult materials	16,183	16,183	14,914	15,688	15,688
YA materials	2,559	2,559	1,998	2,511	2,511
Children's materials	21,240	21,240	19,510	20,241	20,241
Electronic materials	9,193	9,193	8,898	7,668	7,668
Total Circulation	49,175	49,175	45,320	46,108	46,108

1st Time Circulation (Physical)	25,528	25,528	22,835	24,590	24,590
1st Time Circulation (Self-Check)	23,393 91.6%	23,393 91.6%	20,778 91.0%	22,813 92.8%	22,813 92.8%

Holds received from other libraries	13,711 52.1%	13,711 52.1%	12,751 52.9%	13,695 52.9%	13,695 52.9%
Holds sent to other libraries	12,584 47.9%	12,584 47.9%	11,351 47.1%	12,171 47.1%	12,171 47.1%

CIRCULATION DEMOGRAPHICS

Borrowers - City Residents	1,911 56.9%	n/a	1,858 56.8%	1,878 57.2%	n/a
Borrowers - Unincorporated Residents	1,184 35.3%	n/a	1,145 35.0%	1,129 34.4%	n/a
Borrowers - Other	262 7.8%	n/a	266 8.1%	275 8.4%	n/a

Service Area Pop - City	37,786 61.4%	n/a	37,786 61.4%	37,786 61.4%	n/a
Service Area Pop - Unincorporated	23,752 38.6%	n/a	23,752 38.6%	23,752 38.6%	n/a

TECHNOLOGY

Internet Sessions	628	628	570	948	948
WiFi Sessions	733	733	644	601	601

SOCIAL MEDIA / EMAIL

Facebook followers	4,767	n/a	4,737	4,572	n/a
Instagram followers	2,565	n/a	2,543	2,265	n/a
Twitter followers	989	n/a	990	889	n/a
YouTube subscribers	392	n/a	391	367	n/a
YouTube unique viewers	276	n/a	228	279	n/a
YouTube views	363	363	290	333	333
Email newsletter subscribers	5,502	n/a	5,435	5,095	n/a

See monthly Hootsuite report for additional social media statistics

FINANCIAL

See monthly Budget to Actual report

ELECTRONIC RESOURCES

Kanopy plays	292	292	369	262	262
Kanopy cost	\$ 354	\$ 354	386	\$ 298	298
Kanopy average cost/play	\$ 1.21	\$ 1.21	\$ 1.05	\$ 1.14	1.14

SERVICE DESK INQUIRIES

Ready Reference	657	657	784	1,050	1,050
Reference	87	87	77	105	105
Technology Assistance	153	153	157	206	206

FACILITIES

Conference Room - Bookings	53	53	61	38	38
Conference Room - Hours Available	235	235	222	230	230
Conference Room - Hours Booked	79	79	95	62	62
Conference Room - Occupancy Pctg	33.6%	33.6%	42.8%	27.0%	27.0%

Community Room - Bookings	44	44	44	37	37
Community Room - Hours Available	235	235	222	230	230
Community Room - Hours Booked	82	82	82	60	60
Community Room - Occupancy Pctg	34.9%	34.9%	36.9%	26.1%	26.1%

LIBRARY PROGRAM STATS - July, 2024

DATE	PROGRAM	PRIMARY AGE GROUP	FORMAT	TOTAL ATTENDANCE/ENGAGEMENT
7/1/2024	Young Teen Grab Bags	Ages 6-11	Live/Hybrid-Onsite	30
7/1/2024	Learn to Knit	Ages 18+	Live/Hybrid-Onsite	10
7/2/2024	Oregon City Writers Group	Ages 18+	Live/Hybrid-Onsite	8
7/3/2024	Art Lab Session A Mandala Collages	Ages 6-11	Live/Hybrid-Onsite	17
7/3/2024	Art Lab Session B Mandala Collages	Ages 6-11	Live/Hybrid-Onsite	11
7/6/2024	Senior Outreach - Gilman Park	Ages 18+	Live/Hybrid-Onsite	4
7/8/2024	B.A.M. LEGO Lab	Ages 18+	Live/Hybrid-Onsite	32
7/8/2024	B.A.M. Movie Matinee	Ages 18+	Live/Hybrid-Onsite	38
7/9/2024	Touch-a-Truck	General Interest	Live/Hybrid-Onsite	500
7/10/2024	Music & Movement 6-Week Class	Ages 0-5	Live/Hybrid-Onsite	35
7/10/2024	Young Teen & Teen Recycled Coasters	Ages 12-18	Live/Hybrid-Onsite	3
7/11/2024	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	30
7/11/2024	Elevated Readers Book Club	Ages 18+	Live/Hybrid-Onsite	9
7/14/2024	Guide to Fall & Winter Planting	Ages 18+	Live/Hybrid-Onsite	14
7/14/2024	July Creative Kits	General Interest	Self-Directed	282
7/15/2024	Learn to Knit	Ages 18+	Live/Hybrid-Onsite	10
7/16/2024	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	27
7/16/2024	Oregon City Writers Group	Ages 18+	Live/Hybrid-Onsite	7
7/17/2024	B.A.M. Trivia Disney Songs	General Interest	Live-Virtual ONLY	22
7/17/2024	Music & Movement 6-Week Class	Ages 0-5	Live/Hybrid-Onsite	31
7/17/2024	Art Lab Session A Cherry Blossom Art	Ages 6-11	Live/Hybrid-Onsite	20
7/17/2024	Yarn Enthusiasts Society	Ages 18+	Live/Hybrid-Onsite	6
7/17/2024	Art Lab Session B Cherry Blossom Art	Ages 6-11	Live/Hybrid-Onsite	0
7/18/2024	One-on-One with a Financial Advisor	Ages 18+	Live/Hybrid-Onsite	1
7/18/2024	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	18
7/20/2024	Senior Outreach - Gilman Park	Ages 18+	Live/Hybrid-Offsite	4
7/20/2024	LEGO Lab 10:30	Ages 6-11	Live/Hybrid-Onsite	32
7/20/2024	LEGO Lab 11:30	Ages 6-11	Live/Hybrid-Onsite	12
7/21/2024	Opera a'la Carte	General Interest	Live/Hybrid-Onsite	80
7/22/2024	B.A.M. Movability	Ages 18+	Live/Hybrid-Onsite	38
7/22/2024	B.A.M. Academy	Ages 18+	Live/Hybrid-Onsite	15
7/23/2024	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	30
7/23/2024	A.M. Book Chat	Ages 18+	Live/Hybrid-Onsite	1
7/24/2024	Music & Movement 6-Week Class	Ages 0-5	Live/Hybrid-Onsite	19
7/24/2024	Young Teen & Teen Carnivorous Plants	Ages 12-18	Live/Hybrid-Onsite	12
7/25/2024	Family Concert Portland Taiko	General Interest	Live/Hybrid-Onsite	200
7/27/2024	Art Gym	Ages 18+	Live/Hybrid-Onsite	8
7/28/2024	Chess Drop-In	General Interest	Live/Hybrid-Onsite	10
7/30/2024	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	11
7/31/2024	Music & Movement 6-Week Class	Ages 0-5	Live/Hybrid-Onsite	20



Library Board Report

Jul 01 - Jul 31, 2024

Fans 4,322 fans	New Fans 15 new fans	Posts 51 posts	Engagement > Type No data
Post Reach 20,911 users	Top posts > Reach Oregon City Public Library Jul 24, 23:00 Family Concert Portland Taiko Join us tomorrow in Library Park for a traditional Japanese drumming performance with 4,966 reach Oregon City Public Library Jul 11, 18:16 Thank you everyone for coming to Touch-a-Truck! Kudos to City of Oregon City Parks and Recreation Oregon City Police Oregon City - 945 reach Oregon City Public Library Jul 09, 17:29 Touch-a-Truck is happening now! Trucks will be at the library until 12 PM. 857 reach		
Post Likes 120 likes	Top posts > Reactions Oregon City Public Library Jul 11, 18:16 Thank you everyone for coming to Touch-a-Truck! Kudos to City of Oregon City Parks and Recreation Oregon City Police Oregon City - 16 likes and reactions Oregon City Public Library Jul 09, 17:29 Touch-a-Truck is happening now! Trucks will be at the library until 12 PM. 16 likes and reactions Oregon City Public Library Jul 24, 23:00 Family Concert Portland Taiko Join us tomorrow in Library Park for a traditional Japanese drumming performance with 14 likes and reactions		
Followers 2,564 followers	New followers 27 followers	Profile visits 171 views	Website clicks 21 website taps
Posts 45 posts	Top Posts > Reach oregoncitylibrary Jul 14, 22:00 We're excited to bring the Opera a la Cart truck to the Oregon City Public Library. Pack a picnic and join us for some beautiful music 640 reach oregoncitylibrary Jul 09, 17:30 Touch-a-Truck is happening now! Trucks will be at the library until 12 PM. #TouchATruck #LibraryFun #FamilyEvent #OutdoorFun 390 reach oregoncitylibrary Jul 20, 02:00 We're excited to bring the Opera a la Cart truck to the Oregon City Public Library. Pack a picnic and join us for some beautiful music 306 reach		

Post engagement 354 engagements	Top posts > Likes 0 oregoncitylibrary Jul 14, 22:00 We're excited to bring the Opera a la Cart truck to the Oregon City Public Library. Pack a picnic and join us for some beautiful music 50 likes 0 oregoncitylibrary Jul 09, 17:30 Touch-a-Truck is happening now! Trucks will be at the library until 12 PM. #TouchATruck #LibraryFun #FamilyEvent #OutdoorFun 28 likes 0 oregoncitylibrary Jul 29, 02:51 Thank you Opera a'la Carte for a wonderful performance last week. 22 likes		
Followers 988 followers	Tweets 35 tweets	Mentions 7 mentions	Engagement > Type Likes 6 Quote tweets 0 Replies 0 Retweets 0
Top tweets > Engagements @ORCityLibrary Jul 24, 23:00 Family Concert Portland Taiko Join us tomorrow in Library Park for a traditional Japanese drumming performance with Portland Taiko! All ages welcome. Thursday, July 25 @ 3 engagements @ORCityLibrary Jul 01, 20:01 TODAY! ADVISORY COMMITTEE Calling middle & high school students interested in volunteering at the library! We're accepting online applications for our Young Teen and Teen Advisory Committees through August 2, 2024. To learn more about YTAC (Grades 6-8), visit 2 engagements @ORCityLibrary Jul 25, 14:02 Speak one-on-one with a financial advisor about Investments, Retirement, Estate Planning. This includes 401(k), IRA, estate planning, planning for a major purchase like buying a home, college savings, risk management, and more. Include an appointment online via the library's calendar of events. There are in person & Zoom options. 1 engagements			

Report sources

Analytics

Facebook Pages

 Oregon City Public Library

Twitter

 @ORCityLibrary

Instagram Business

 oregoncitylibrary



Biennium Budget Report Y2 by Category

(Through 7/31/24)

	2023-2024 Budget	2023-2024 Balance	Year 1 Difference	2024-2025 Budget	July 2024-2025 Activity	2024-2025 Balance	2024-2025 Encumbrance	Biennium Difference
4 - Revenue								
43 - Intergovernmental Revenues	2,744,700.00	2,869,107.80	-124,407.80	2,819,900.00	0.00	0.00	0.00	2,695,492.20
44 - Charges for Services	3,900.00	5,300.36	-1,400.36	4,000.00	794.31	794.31	0.00	1,805.33
47 - Miscellaneous Income	39,500.00	209,834.37	-170,334.37	33,500.00	16,689.93	16,689.93	0.00	-153,524.30
49 - Other Financing Sources	290,000.00	290,000.00	0.00	290,000.00	24,166.67	24,166.67	0.00	265,833.33
4 - Revenue Totals:	3,078,100.00	3,374,242.53	-296,142.53	3,147,400.00	41,650.91	41,650.91	0.00	2,809,606.56
5 - Expense								
51 - Salaries and Wages	1,295,300.00	1,169,012.91	126,287.09	1,357,500.00	105,464.88	105,464.88	0.00	1,378,322.21
52 - Benefits	861,300.00	716,510.11	144,789.89	913,200.00	65,078.92	65,078.92	0.00	992,910.97
60 - Professional & Technical Services	6,400.00	3,372.54	3,027.46	16,400.00	0.00	0.00	0.00	19,427.46
61 - Repair & Maintenance Services	174,300.00	171,509.26	2,790.74	172,800.00	8,309.35	8,309.35	53,655.03	113,626.36
62 - Other Services	4,500.00	2,414.54	2,085.46	4,500.00	0.00	0.00	350.00	6,235.46
63 - Employee Costs	7,200.00	1,686.00	5,514.00	7,200.00	0.00	0.00	100.00	12,614.00
64 - Operating Materials & Supplies	269,700.00	251,844.58	17,855.42	275,700.00	13,936.46	13,936.46	27,625.80	251,993.16
65 - Office & Administrative Supplies	39,000.00	26,857.93	12,142.07	43,000.00	723.88	723.88	2,488.34	51,929.85
66 - Special Programs	42,400.00	63,259.08	-20,859.08	42,400.00	2,084.24	2,084.24	221.31	19,235.37
68 - Community Programs and Grants	0.00	344.46	-344.46	0.00	0.00	0.00	0.00	-344.46
69 - Internal Service Charges	205,100.00	205,100.00	0.00	211,700.00	17,641.66	17,641.66	0.00	194,058.34
80 - Debt Service	415,400.00	415,370.92	29.08	415,400.00	0.00	0.00	0.00	415,429.08
5 - Expense Totals:	3,320,600.00	3,027,282.33	293,317.67	3,459,800.00	213,239.39	213,239.39	84,440.48	3,455,437.80



CITY OF OREGON CITY

625 Center Street
Oregon City, OR 97045
503-657-0891

Staff Report

To: Library Board **Agenda Date:** August 28, 2024
From: Greg Williams, Library Director

SUBJECT:

Recent Clackamas Board of County Commissioners policy sessions

STAFF RECOMMENDATION:

n/a – Informational only

EXECUTIVE SUMMARY:

The Library Board and Library Director will discuss the Clackamas Board of County Commissioners' (BCC) recent policy sessions regarding amending the Library District IGA and future steps in discussing issues facing the Library District.

BACKGROUND:

On August 6, 2024 and August 7, 2024, the Clackamas Board of County Commissioners, meeting as the Board of the Clackamas County Library District, held two policy sessions to provide County staff with "[d]irection on requested revisions to Master IGA to provide clarity on allowable uses of Library District funds, specifically related to capital expenditures and allocated costs," and to potentially discuss other issues facing the Library District.

The staff report and proposed IGA revisions from the packet that was provided to the Board of County Commissioners is included with this staff report. The full packet can be [viewed here](https://dochub.clackamas.us/documents/drupal/66f8e415-12b2-4cce-a9f1-d54d642f5253) (<https://dochub.clackamas.us/documents/drupal/66f8e415-12b2-4cce-a9f1-d54d642f5253>). A video recording of the August 6 Policy Session can be [viewed here](https://www.youtube.com/watch?v=vJ3jsUz4u2w&t=4774s) (<https://www.youtube.com/watch?v=vJ3jsUz4u2w&t=4774s>). A video recording of the August 7 Policy Session can be [viewed here](https://www.youtube.com/watch?v=ZbjBCAlrQ_c&t=2182s) (https://www.youtube.com/watch?v=ZbjBCAlrQ_c&t=2182s).

The recommended motion to approve Library District IGA amendments as submitted by County staff did not pass.

A motion that eventually passed was as follows: *"Direct staff to assemble a workgroup to identify all the problems and challenges of the library groups—members, city councils, whatnot—and suggest a structure or a format to move forward and [the BCC] also send a communication to the cities saying [the BCC's] interpretation of the IGA is that [cities] can spend the resources as the IGA amendment suggests, but [the BCC] will postpone the actual approval of the IGA until we fix all of the issues with the IGA."* The Library Director anticipates that in the near future County staff will share ideas and solicit feedback on how they plan to implement this direction from the BCC.

Attached to this staff report are some additional materials from 2019 regarding the original aims/timelines of the Library District Task Force, which was authorized by the BCC in March, 2018 and was intended to examine and make recommendations on the same issues facing the Library District today. This group was able to meet once before the COVID-19 pandemic interrupted its work. The Library Director believes that, while it may be advisable to reevaluate the proposed structure of the 2020 Task Force, its general goals, areas of evaluation, and the stakeholder groups it sought to engage are still valid.

NEXT STEPS:

OPTIONS:

n/a – Informational only

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS
Sitting as the Library Service District Board of Directors

Policy Session Worksheet

Date: 08/06/2024 & 08/07/2024 **Approx. Start Time:** 2:30 pm/3:00 pm **Approx. Length:** 60 min.

Presentation Title: Clackamas County Library District Funding Part 1 & 2

Department: Transportation and Development, Office of County Counsel

Presenters: Dan Johnson, Director, Department of Transportation
Jeffrey Munns, Assistant County Counsel, Office of County Counsel
Sarah Eckman, Assistant Director, Department of Transportation & Development

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Master IGA Revision – Direction on requested revisions to Master IGA to provide clarity on allowable uses of Library District funds, specifically related to capital expenditures and allocated costs

BACKGROUND:

Library District Overview

Library District History

The Library District of Clackamas County was established in 2008, upon the passing of Ballot Measure 3-310, “to provide a dedicated, stable funding source for the support of library services” and increase revenue to help existing city and county-operated libraries meet standards set by the Oregon Library Association. The approval of Measure 3-310 resulted in the Board of County Commissioners adopting a Master Order to form the district. (*Master Order, see Exhibit C*)

The cities in Clackamas County that operated libraries entered into an Intergovernmental Agreement (“IGA”) with each other and the County. This “Master” IGA outlines funding, operations, governance, amendment, termination, and enforcement details for participants. (*Master IGA attached*).

The District is funded by a permanent property tax of \$0.3974 per \$1,000 of assessed value and divided into 13 individual Library Service Areas. Most (but not all) Service Areas include City residents and residents of unincorporated Clackamas County.

All District funds received are distributed by the County to District libraries; no District funds are utilized for the administration of the Library District or the support of the Library Network office. Clackamas County funds the Library Network office through general funds.

The Master IGA stipulates that Library Cities must “use District revenue to provide public library service... to achieve the Service Standards,” and “District funds may not be used to support general overhead or administrative costs of Cities except to the extent such overhead or administrative costs are directly related to the provision of library services and/or the operation of a public library.” (*Master IGA, Section 2.1*)

However, a city may recover their overhead and administrative costs that directly support the operation of the library. These costs are often referred to as allocated costs that are a proportionate share of expenses such as, human resources, payroll, facilities maintenance, technology services,

legal, or any other support provided directly to the city library operations that are not performed by library staff.

The Clackamas Board of County Commissioners also provided each Library City with additional, one-time funds via Capital Contribution IGAs. (*City of Sandy Capital IGA attached*). Generally, each Library City received \$1 million for library capital improvements.

The Capital IGAs require “fair representation of served library patrons on the City’s library board, including patrons from unincorporated Clackamas County.” (*Capital IGA, Section 2.4*) Each Library Service Area is represented by a library board, which is made up of community members from both the incorporated and unincorporated areas within the service area.

Library Network Services

The Capital IGAs also stipulated the County would continue to provide centralized support services through Library Network Services. This program was established in 1989. Along with the County Libraries, Network was initially funded via local option levies (\$0.26 per \$1,000 of assessed property value). These were rolled into the General Fund following the passage of Measure 50 in 1997.

Services provided by Library Network are outlined in Section 1.5 of each cities’ Capital IGA:

- Automated library system and related telecommunications and technical support
- Courier services
- Administration
- Database management services including creating/acquiring MARC format bibliographic records
- Interlibrary loan services
- Inter- and intra-regional cooperative library planning
- Shared online databases for public use
- Internet Service Provider for member libraries

Evolution of Library Services

Libraries have evolved significantly since 2008. Demand and costs for digital materials have surged while interest in books and other traditional collections remains high. Technology needs are supported with more advanced resources and skills. Outreach efforts have become more critical in reaching underserved populations, including patrons in remote areas, aging residents, and users with special needs. Librarians are also looked to as leaders in early literacy to support schools with reduced means.

The resources required to maintain support from Library Network Services have also increased. Budget requests have grown to address technology needs and cybersecurity risks, management of online resources is more demanding, and courier services have become increasingly complex with the advent of central sorting.

As a consortium, the Libraries in Clackamas County (LINCC) (the 13 libraries across Clackamas county) struggle to meet the needs of our communities and keep up with neighboring library systems.

Library District Advisory Committee

The Library District Advisory Committee (LDAC) is mandated in Section 1.2 of the Master IGA. Each Library City nominates one representative, who is then appointed to the committee by the District Board.

According to the Master IGA, LDAC must meet at least annually to consider:

- Evaluation of progress reports submitted by member libraries
- Proposed changes to the IGA
- The impact of the annexation or withdrawal of territory from the District, including the review of service area maps and the distribution formula, along with a recommendation of whether a newly-incorporated city qualifies as a service provider. (*Master IGA, Sections 3.4 & 3.5*)

Master IGA revision

In January 2024, at BCC direction, staff began working with city managers regarding amending the Library District Master IGA with the specific intention of clarifying how Library District revenue may be used for capital expenses. This was in response to a letter the Library District Advisory Committee sent to the BCC requesting clarification of how library district funds are spent. The Master Order provides that the funding should raise service levels to the “threshold” level recommended by the Oregon Library Association (“OLA”). These standards include facility requirements that may require capital expenditures. The OLA standards also include staffing, materials, access, governance, technology, and community involvement.

When the Library District was formed the Estacada Library Capital District taxed property within its boundary to provide capital funds for the library. State law does not allow for two districts to tax property for the same purpose and subject owners to double taxation. The Estacada district has since been dissolved and no longer assesses property within Clackamas County. There exists a split opinion within the library community concerning the use of Library District revenue for capital purposes. Some people object to this use due to the original need to differentiate the Library District from the Estacada District and to provide stable funding for library operations. Others within the community believe that the use of district revenue for capital purposes is now acceptable and necessary to provide adequate services to the residents of Clackamas County. The opinion of County Counsel’s office is that the Master Order incorporates the OLA standards. Those standards include the necessity to provide and adequate facility. Library District revenue may be used by a Library City to comply with the OLA standards as referenced in the Master Order.

Staff met with the city managers in February and as an outcome of that discussion, drafted the attached revision to the IGA for their review and comment.

The IGA revision does two things – 1) it incorporates the changes discussed with city managers (a recap of those is below), and 2) incorporates all of the prior amendments into the full agreement. The intention behind incorporating past amendments is to take this opportunity to consolidate the original agreement and all amendments into one document.

Recap of February discussion regarding the IGA, consensus was gained to:

- a. Leave section 2.1 as-is,
- b. Add Attachment C language, with the space standards removed,
- c. Adjust IGA language to ensure it’s consistent with the changes to attachment C,
- d. Keep the agreement high level as to how it speaks to use of library district funds and
- e. Upon review and approval by the BCC to move forward, County staff will circulate the new agreement to cities for submittal to their governing bodies.

The draft was circulated to city managers on March 19 with a request for feedback. Only one city manager responded with feedback, which was for us to ensure that the assessed value and unincorporated numbers in IGA - Attachment A reflect the appropriate year. Research determined that the numbers in this attachment reflect 2008 and are used as a reference document. The Library District Distribution Formula is updated each year to reflect the most current numbers.

The city managers support the attached revisions to the IGA.

Staff took the proposed IGA revisions to the LDAC for initial review on May 20, 2024 and for discussion on July 29, 2024. At the July 29 meeting, the LDAC passed a motion to not accept the amendment as written. The motion passed 5-3.

Reasons cited for not accepting the amendment as written were:

- "It doesn't change anything" or answer the questions posed.
- It makes sense to wait to go to city councils with more complete changes.
- Facilities language too vague. Don't necessarily disagree with it, but it's not enough to answer the question of how funds can be spent. Doesn't want to use city council time.
- The amendment changes what was offered to voters in measure 3-310, Master Order, and Master IGA. Wants to clearly identify all the issues, as was the intent with the task force.
- Agreed with other comments. Wanted more substantial changes. "Doesn't have the impact to solve the core problems."

Reasons cited to accept the amendment as written:

- LDAC escalated the question of how funds are spent to the Board, the result is adding clarifying language from the OLA standards. States that spending to meet standards is appropriate.
- Agreement that it doesn't solve the core issues, but it is a path to move forward. Once this is done, can look at other issues.
- "This is the first step of many." Facility needs a part of meeting service standards.

Cities have not taken this forward to their councils for formal approval and would only do so if it is approved by you as the Board of County Commissioners.

[Hoodland Library rent request](#)

The Hoodland Library is currently operated by the City of Sandy pursuant to the Capital IGA with Clackamas County. Recently there has been a request from representatives of the Hoodland Library Service Area for additional general fund support. No action by the BCC has been taken at this time.

Library District Rate

The Library District of Clackamas County was established in 2008, upon the passing of Ballot Measure 3-310, "to provide a dedicated, stable funding source for the support of library services" and increase revenue to help existing city and county-operated libraries meet standards set by the Oregon Library Association. (*Master Order, Exhibit C*)

The District is funded by a permanent property tax of \$0.3974 per \$1,000 of assessed value and divided into 13 individual Library Service Areas. Most (but not all) Service Areas include City residents and residents of unincorporated Clackamas County.

All District funds received are distributed by the County to District libraries; no District funds are utilized for the administration of the Library District or the support of the Library Network office. Clackamas County funds the Library Network office through general funds.

Library Directors Group Strategic Efforts

LINCC Library Directors have set a strategic direction to address challenges facing the libraries. The documents developed include core values, a vision and mission statements, and strategic & tactical plans. Through these efforts, LINCC Library Directors are preparing to assess and adapt to community needs, and build support for any future changes to the District.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? ☐ YES ☒ NO

What is the cost? N/A

What is the funding source? N/A

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department's Strategic Business Plan goals? The purpose of the Library District Program is to provide financial analysis, funds disbursement, and administrative support services to Library District residents, members of governing and advisory bodies, and participating local governments so they can receive information and funding which supports the provision of library services to all residents of the Clackamas County Library District.
- How does this item align with the County's Performance Clackamas goals? Build Public Trust through Good Government – by County policies and decisions, service delivery, and Board deliberations will be equitable, inclusive and transparent.

LEGAL/POLICY REQUIREMENTS:

The Library District of Clackamas County was established in 2008, upon the passing of Ballot Measure 3-310, "to provide a dedicated, stable funding source for the support of library services" and increase revenue to help existing city and county-operated libraries meet standards set by the Oregon Library Association. (*Master Order, Exhibit C*)

The District's Master IGA outlines funding, operations, governance, amendment, termination, and enforcement details for participants.

The Master IGA stipulates that Library Cities must "use District revenue to provide public library service... to achieve the Service Standards," and "District funds may not be used to support general overhead or administrative costs of Cities except to the extent such overhead or administrative costs are directly related to the provision of library services and/or the operation of a public library." (Master IGA, Section 2.1)

The Capital IGAs require "fair representation of served library patrons on the City's library board, including patrons from unincorporated Clackamas County." (Capital IGA, Section 2.4)

In January 2024, at BCC direction, staff began working with city managers regarding amending the Library District Master IGA with the specific intention of clarifying how Library District revenue may be used for capital expenses. This was in response to a letter the Library District Advisory Committee sent to the BCC requesting clarification of how library district funds are spent.

Consensus was gained to:

- a. Leave section 2.1 as-is,
- b. Add Attachment C language, with the space standards removed,
- c. Adjust IGA language to ensure it's consistent with the changes to attachment C,
- d. Keep the agreement high level as to how it speaks to use of library district funds and
- e. Upon review and approval by the BCC to move forward, County staff will circulate the new agreement to cities for submittal to their governing bodies.

The revisions were drafted and approved by County Counsel.

PUBLIC/GOVERNMENTAL PARTICIPATION:

In early 2024, revisions to the Library District IGA were discussed and drafted in coordination with City Managers in Clackamas county, with consensus reached on the proposed language.

The Library District Advisory Committee reviewed the proposed revisions to the Master IGA and passed a motion to not accept the amendment as written. The motion passed 5-3.

OPTIONS:

- 1) Direct staff to advance revisions to Master IGA as presented
- 2) Direct staff to advance revisions to Master IGA with specific changes
- 3) Direct staff to make further revisions to the Master IGA and return at a later date
- 4) Decline to advance revisions to Master IGA and leave as-is

RECOMMENDATION:

Staff respectfully recommend Option 1), Direct staff to advance revisions to Master IGA as presented.

ATTACHMENTS:

- Restated and Amended Master IGA (Attachment A)
- Master Order & Measure 3-310 (Attachment B)
- Capital IGA example (City of Sandy) (Attachment C)
- LDAC Bylaws (Attachment D)
- LDAC Roster (Attachment E)
- LINCC Directors Group Strategic Direction (Attachment F)

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Sarah Eckman, 503-894-3135

**RESTATEMENT AND FOURTH AMENDMENT OF THE
COOPERATIVE INTERGOVERNMENTAL AGREEMENT
BETWEEN
THE LIBRARY DISTRICT OF CLACKAMAS COUNTY
AND
MEMBER CITIES**

THIS COOPERATIVE INTERGOVERNMENTAL AGREEMENT (this “Agreement”), is entered into this ____ day of _____, 2009~~24~~, by and between the Library District of Clackamas County (the “District”) a county service district formed under ORS Chapter 451, and each of the Cities of ~~Barlow~~, Canby, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, ~~Rivergrove~~, Sandy, West Linn, and Wilsonville (each, a “City” and collectively, the “Cities”).

WHEREAS, voters approved formation of the District to provide financial support to the library service providers of Clackamas County (the “Library Cities”); and

WHEREAS, the Parties desire to work in a cooperative manner to support and provide library services to their residents; and

WHEREAS, many of the Cities participate in the Clackamas County-supported Library Network of Clackamas County, which is discussed in an intergovernmental agreement by and between the participating Cities and Clackamas County; and

WHEREAS, the Cities desire funding by the District and to provide the levels of service described; ~~herein~~ **and**

WHEREAS, the Parties hereto desire to amend the Agreement to add the Facilities related language in Attachment C; and

WHEREAS, the Agreement has been amended three times previously, in order to have an easier to reference agreement all previous amendments that remain operative (Amendments 1 and 3) are incorporated into this draft with the newly added language; and

WHEREAS, Section 3.3 of the Agreement provides for the mechanism of amendment of the Agreement to address these changes;

WHEREAS, a color coded version of this Agreement is attached to show what sections were added in each Amendment, purple for Amendment 1, Amendment 2 is omitted as inoperable after the disincorporation of the City of Damascus, and Amendment 3 language is blue. The new language added for this Fourth Amendment is red. Language removed by an amendment is included in strikethrough.

NOW, THEREFORE, the District, **the County**, and **the Library Cities** each covenant and agree to the following:

Section 1 Obligations of the District

- 1.1 District Board. The Board of County Commissioners acting under the provisions of ORS 451 is the governing body of the District and shall be known as the District Board.
- 1.2 District Advisory Committee. The District Board shall organize and appoint a District Advisory Committee consisting of one nominee from each Library City consistent with the policies and procedures of Clackamas County and/or the District for advisory committees. The District Board shall appoint the individual nominated by the Library City governing body to fill the service area's representative seat. The District Advisory Committee shall be responsible for meeting at least annually to consider: (i) the evaluation reports of participating libraries as submitted pursuant to Section 2.3, (ii) any proposed changes to this Agreement pursuant to the amendment process described in Section 3.3, and (iii) any impact of the annexation or withdrawal of territory from the District pursuant to Sections 3.4 and 3.5 hereof.
- 1.3 District Budget Committee. State law also requires that the District constitute a Budget Committee consisting of the members of the District Board and an equal number of citizens, who may be nominated pursuant to existing County budget committee procedures. The role and responsibilities of the Budget Committee shall be as set forth in the applicable statutes.
- 1.4 District Revenue. The District has a permanent tax rate of \$0.3974 per \$1,000 of assessed value, collected from all parcels of real property in the District.
- 1.5 Distribution of Revenue. Revenues generated by the District permanent rate, including delinquent taxes, are allocated, appropriated and expended pursuant to the budget adopted by the District Board. The District Board agrees to allocate, appropriate, and distribute the funds of the District pursuant to the formula as defined on Attachment A (the "Formula") for the service areas as shown on the maps included as Attachment B ("Service Area Maps"). The Formula may be reevaluated as necessary by the Parties to this Agreement. Any change to the Formula shall occur as an amendment to this Agreement. Tualatin Revenue. Notwithstanding the Formula as set forth in the Agreement:
 - 1.5.1 Fifty percent (50%) of the District revenue generated by real property within Tualatin as of June 17, 2010, including delinquent taxes and any generated interest, shall be distributed to Tualatin for use in support of the Tualatin Library.

1.5.2 The remaining revenue generated by the Tualatin properties shall be distributed to the following Library Cities in support of library services:

- 50% to Lake Oswego;
- 40% to Wilsonville; and
- 10% to West Linn.

1.5.3 Revenues generated by properties that currently are within the District and subsequently annexed into Tualatin shall continue to be treated as unincorporated and within their current service area for purposes of the Formula. Any changes to the Formula shall require amendment as set forth in the Agreement.

1.5.4 For the purposes of the Agreement, Tualatin shall not be considered a Library City.

1.5.5 For the purposes of the Formula in the Agreement, the population within Tualatin as of June 17, 2010 shall not count towards the total population as utilized in the Formula.

1.6 ~~Transition Payments. The parties hereto acknowledge and agree that the District shall distribute funds to Clackamas County for the operation of the Clackamas Corner and Oak Lodge Libraries pursuant to the alternative Service Area Maps described on Attachment B until such time as the City of Happy Valley and the City of Gladstone construct facilities sufficient to serve such area. During the term of such distributions, the Parties anticipate that the County libraries will be operated in a manner consistent with the Service Standards. Upon completion of such facilities, distributions shall be made based on the indicated Service Area Maps. To the extent the annual distribution of funds to Clackamas County is greater than the annual need to operate such libraries, the District shall retain such funds in trust for the Cities of Gladstone and/or Happy Valley, respectively, for distribution at such time as such City is constructing new library facilities.~~

Transition Payments. The District shall distribute funds to Clackamas County for the operation of the Oak Lodge Library pursuant to the current Oak Lodge Service area map. To the extent the annual distribution of funds to Clackamas County is greater than the annual need to operate the Oak Lodge library, the District shall retain such funds in trust for Clackamas County for distribution at such time as the County is constructing new library facilities. No unincorporated areas assigned to, or reserves accumulated by, the Oak Lodge Library service area shall be reassigned, contributed or transferred to another Library City.

- 1.7 Library Authority. Clackamas County operates public libraries pursuant to a board order creating public libraries for all Clackamas County residents dated July 9, 1938, as amended and updated pursuant to Board Order 85-1221 dated October 31, 1985. The District has received a delegation of such authority from Clackamas County to operate as a public library for the benefit of incorporated and unincorporated residents of Clackamas County pursuant to an Intergovernmental Agreement. To the extent necessary to insure the legal and effective functioning of the public libraries of Clackamas County but in no way intended to limit or otherwise restrict the powers or abilities of the City service providers to operate public libraries, the District hereby delegates such authority to operate public libraries for the benefit of incorporated and unincorporated residents of Clackamas County to each City service provider a party hereto or as may join this Agreement from time to time.

Section 2 Obligations of the Cities

- 2.1 Use of Funds. The Library Cities will use District revenue to provide public library service, and shall expend the entire library revenue paid under this Agreement in accordance with the purpose for which it was provided by implementing a plan to achieve the Service Standards. For the purposes of this Agreement, "Service Standards" shall mean (i) the standards described on Attachment C, (ii) the provision of services to all District residents on the same terms, and (iii) the proper expenditure of funds as described in this Section 2.1. District funds may not be used to support general overhead or administrative costs of Cities except to the extent such overhead or administrative costs are directly related to the provision of library services and/or the operation of a public library. It is the intention of the parties to work cooperatively in helping each city make progress in meeting the Service Standards.
- 2.2 Library Management. Library Cities retain administrative control over the library and library services in its service population. Each such City is responsible for developing library services based on the needs of its service population and the available revenue. The Library Cities will cooperate with the District Advisory Committee to assist in the review of library services to District residents.
- 2.3 Cooperation and Reporting. Each Library City will cooperate to the maximum extent practicable with other participating Cities to form standardized rules, procedures, and programs that affect the District and the provision of library services in Clackamas County as a whole. Each Library City will provide the District with (i) copies of its annual report to the State of Oregon regarding the provision of library services, (ii) a report on its efforts to meet OLA Threshold Standards as defined on Attachment

C, and (iii) any supplemental reports that the District through both the District Advisory Committee and the District Board may require.

- 2.4 Clackamas County as Library City. The City of Gladstone and Clackamas County desire to work cooperatively in the provision of library services in the Gladstone and Oak Lodge service areas. Gladstone and the County may enter into separate agreements regarding the management of their respective libraries. All parties hereto acknowledge the intention of the Plan is to have Clackamas County, through the use of District distributions for the Oak Lodge and Gladstone service areas, accumulated reserves referred to in section 1.6 above and other non-District revenues, to construct and manage both a new Oak Lodge library and new Gladstone library, and that nothing herein shall be construed to restrict or otherwise impair such plan. Clackamas County shall be considered a "Library City" in all respects for the Oak Lodge Library service area.

Section 3 Term and Amendment

- 3.1 Term. This Agreement shall commence on July 1, 2009 and continue until terminated as set forth herein.
- 3.2 Termination. This Agreement shall terminate upon the dissolution of the District.
- 3.3 Amendment. Except as specifically provided in Section 4.14, this Agreement may be amended at any time upon the agreement of the District and two-thirds of the Library Cities; *provided, however*, that any amendment that would amend that portion of the Formula providing for the return of one hundred percent (100%) of revenue collected within a City service provider's boundaries to such City service provider shall require the unanimous consent of all Cities serving on the District Advisory Committee.
- 3.4 Changes in District Territory. The parties hereto recognize that during the term of this Agreement changes in the District territory may occur, such as (i) territory outside the District may annex into the District, (ii) territory currently in the District may withdraw by annexation into a non-participating City, or (iii) unincorporated territory currently in the District may annex into a participating City. The District shall inform the District Advisory Committee of any such changes, and the District Advisory Committee shall review the Service Area Maps and the Formula and recommend any amendments to this Agreement necessary to adjust for such changes.
- 3.5 Incorporation of a City within District Boundaries. Should an unincorporated area within the District choose to incorporate during the life

of the District, the District Advisory Committee shall make a recommendation to the District Board of whether the newly-incorporated city qualifies as a service provider as such term is generally used in this Agreement, and if so to what extent the Formula should be adjusted to allow for a distribution to such new service provider. If the newly-incorporated city does not qualify as a service provider, the District Advisory Committee shall make a recommendation to the District Board regarding the impact, if any, of the new city on the provision of library services. Any proposed changes shall be addressed as an amendment to this Agreement.

Section 4 General Provisions

- 4.1 Indemnification. Each party shall release, defend, indemnify and/or hold harmless the other, its officers, commissioners, councilors, elected officials, employees, and agents, from and against all damages, claims, injuries, costs, or judgments that may in any manner arise as a result of the party's performance under this contract, subject to Oregon Tort claims limitations.
- 4.2 Governing Law. This Agreement shall be construed and governed in all respects in accordance with laws of the State of Oregon, without giving effect to the conflict of law provisions thereof.
- 4.3 Savings. Should any portion of this Agreement or amendment there to be adjudged by a Court of appropriate final jurisdiction to be in violation of any local, state or federal law, then such portion or portions shall become null and void, and the balance of the Agreement shall remain in effect. All Parties shall immediately renegotiate any part of this Agreement found to be in such violation by the Court and to bring it into compliance with said laws.
- 4.4 Reasonable Attorney's Fees. In the event any action is brought to enforce, modify or interpret the provisions of this Agreement, the prevailing party shall be entitled to reasonable attorney's fees and costs incurred in connection with such action or on appeal or review; said amount to be set by the court before which the matter is heard.
- 4.5 Notices. Formal notices, demands and communications between the Parties shall be deemed given three (3) business days after being sent by registered or certified mail, postage prepaid, return receipt requested to the principal offices of the party hereto, or upon confirmation of receipt via facsimile, electronic transmission, or hand delivery. Such written notices, demands and communication may be sent in the same manner to such other addresses and to such other persons and entities as either party may from time to time designate by mail as provided in this section.

- 4.6 No Personal Liability. No member, official, agent, or employee of the County, the District, or any City shall be personally liable to the other or any successor in-interest thereto in the event of any default or breach by such entity.
- 4.7 No Agency. Neither anything in this Agreement nor any acts of the parties hereto shall be deemed or construed by the parties hereto, or any of them, or by any third person, to create the relationship of principal and agent, or of partnership, or of joint venture, or of any association between any of the parties to this Agreement. No party or its employees is entitled to participate in a pension plan, insurance, bonus, or similar benefits provided by any other party.
- 4.8 Entire Agreement. This Agreement integrates all of the terms and conditions mentioned herein or incidental hereto and supersedes all negotiations or previous agreements between the parties or the predecessors in interest with respect to all or any part of the subject matter hereof. All waivers of the provisions of this Agreement must be in writing by the appropriate authorities of the party granting such waiver.
- 4.9 Further Action. The parties hereto shall, without additional consideration, acknowledge, execute, and deliver from time to time such further instruments as a requesting party may reasonably require to accomplish the purposes of this Agreement.
- 4.10 Non-Waiver of Rights. The failure of a party to insist on the strict performance of any provision of this Agreement or to exercise any right, power or remedy upon a breach of any provision of this Agreement shall not constitute a waiver of any provision of this Agreement or limit the party's right thereafter to enforce any provision or exercise any right.
- 4.11 Time is of the Essence. A material consideration of the parties entering into this Agreement is that the parties will perform all obligations under this Agreement in a timely manner. Time is of the essence as to each and every provision of this Agreement.
- 4.12 Restricted Assignment. No party hereto may assign its rights, responsibilities or obligations hereunder to another party, by operation of law or otherwise, without (i) seeking and receiving an amendment of this Agreement, (ii) having said party join this Agreement on the terms, conditions and covenants herewith, and (iii) with a demonstration that such new party has the capability and durability to meet or exceed the levels of library service currently being provided by the party seeking to assign. The District Advisory Committee shall evaluate any request for assignment and make a recommendation to the District Board regarding

the granting or denial of the same based on the above criteria, including the District Advisory Committee's determination of criteria (iii) above.

- 4.13 Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, and such counterparts shall constitute one and the same instrument.
- 4.14 Enforcement of Terms. The Parties hereto recognize that the District is relying on the good faith and commitments of the Library Cities to utilize the funding provided by the District in the promised manner. The Parties expect that to the extent there is any noncompliance or breach of this Agreement, the Parties will discuss such noncompliance or breach in the District Advisory Committee and encourage an effort towards compliance. If discussions and encouragement do not remedy the continued failure of a party to meet the Service Standards or other term of this Agreement, then the District Advisory Committee shall meet to consider an amendment to this Agreement to create incentives for compliance, including but not limited to withholding of District funds, reallocation of unincorporated residents to neighboring service areas, or other such actions as may be deemed appropriate. The Parties hereto agree that in an event of a material breach of this Agreement by one of the Parties, an amendment proposed to specifically address such breach shall require a two-thirds vote of the Library Cities, including but not limited to any amendment which would reduce the breaching City's 100% return on assessments within such City's boundaries, either via a Formula amendment or otherwise.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized officers or representatives as of the day and year first above written.

CLACKAMAS COUNTY BOARD OF COMMISSIONERS, AS THE GOVERNING BODY OF THE LIBRARY DISTRICT OF CLACKAMAS COUNTY	CLACKAMAS COUNTY BOARD OF COMMISSIONERS, AS THE GOVERNING BODY OF CLACKAMAS COUNTY
By: _____	By: _____
Title: Chair	Title: Chair
ATTEST:	ATTEST:

THE CITY OF CANBY	THE CITY OF ESTACADA
By: _____	By: _____
Title:	Title:
ATTEST:	ATTEST:

THE CITY OF GLADSTONE	THE CITY OF HAPPY VALLEY
By: _____	By: _____
Title:	Title:
ATTEST:	ATTEST:

THE CITY OF LAKE OSWEGO	THE CITY OF MILWAUKIE
By: _____	By: _____
Title:	Title:
ATTEST:	ATTEST:

THE CITY OF MOLALLA	THE CITY OF OREGON CITY
By: _____	By: _____
Title:	Title:
ATTEST:	ATTEST:

THE CITY OF SANDY	THE CITY OF WEST LINN
By: _____	By: _____
Title:	Title:
ATTEST:	ATTEST:

THE CITY OF WILSONVILLE
By: _____
Title:
ATTEST:

Attachment A

1. For the purposes of this Agreement, the “Formula” shall be calculated consistent with the following concepts:

a. The District rate is \$0.3974 per \$1000 of assessed value.

b. Each year the District will receive the amount collected for the year plus delinquent taxes recovered from the previous year. The District will distribute funds when received using the formula described below and shown in the example.

2. The Formula has two components:

a. City Assessed Value Component: The annual distribution to a Library City for properties within its boundaries shall equal the assessed value of such Library City’s properties, as established annually by the Clackamas County Assessor, divided by the total assessed value of all properties in the District. This determines the Assessed Value Percentage Rate for each Library City. Each Library City will receive funds equal to the Assessed Value fund amount multiplied by its individual Assessed Value Percentage Rate.

b. Unincorporated Population Served Component: After calculation of each Library City’s Assessed Value fund amount, the District shall calculate the remaining funds to be distributed (the “Remainder Amount”) and distribute those funds based on the Unincorporated Population Served Percentage Rate based on the Service Area Maps attached to this Agreement as Attachment B. The term “Unincorporated Population” will also include residents of those cities that do not provide library services.

The Unincorporated Population Served Percentage Rate is determined by the number of unincorporated residents served by each City as allocated on the Service Area Maps divided by the total number of unincorporated residents within the District. Each Library City will receive funds equal to the Remainder Amount multiplied by its individual Unincorporated Service Area Percentage Rate.

3. Prior year recovered delinquencies and interest earned: Recovered delinquent taxes combined with any interest earned will be distributed to Library Cities based on the distribution percentage allocations calculated in the previous tax year.

Below are examples of the distribution of funds based on 2008 assessed values and population figures. The spreadsheet assumes the new Gladstone/Oak Lodge and Happy Valley libraries have not yet been constructed.

Library District Distribution Formula

<i>Assessed Value 2008</i>		
Total County Assessed Value (AV)	\$32,936,836,893	100%
Less: Non-Participating City AV	<u>\$(1,239,770,249)</u>	-4%
Equals: Total Library District AV	<u><u>\$31,697,066,644</u></u>	96%
Participating Cities:	Assessed Value	
Canby	\$999,941,295	6%
Estacada	\$179,662,976	1%
Gladstone	\$635,886,719	4%
Happy Valley	\$1,508,430,197	9%
Lake Oswego	\$4,756,391,295	28%
Milwaukie	\$1,467,817,328	9%
Molalla	\$409,821,923	2%
Oregon City	\$2,002,572,357	12%
Sandy	\$551,473,814	3%
West Linn	\$2,655,549,376	16%
Wilsonville	\$1,652,437,025	10%
Total Participating Cities AV	<u><u>\$16,819,984,305</u></u>	100%
Total Library District AV	\$31,697,066,644	100%
Less: Participating Cities AV	<u>\$(16,819,984,305)</u>	-53%
Equals: Unincorporated AV in District	<u><u>\$14,877,082,339</u></u>	47%

<i>Unincorporated Population Served 2008</i>		
Canby	10,221	6%
Estacada	16,802	9%
Gladstone	8,506	5%
Happy Valley	32,373	18%
Lake Oswego	3,305	2%
Milwaukie	10,756	6%
Molalla	15,001	8%
Oregon City	28,015	15%
Sandy	22,236	12%
West Linn	5,691	3%
Wilsonville	3,421	2%
Oak Lodge	28,036	15%
	<u><u>184,363</u></u>	<u><u>100%</u></u>

Example Distribution Calculation
Assuming \$12 million in tax receipts

Total District Tax Receipts		
Total Tax Collected	\$12,000,000	100%
City Assessed Value	\$6,367,776	53%
Unincorporated Population Served	\$5,632,224	47%

City Distribution of Receipts				
	<i>Assessed Value</i>	<i>Pop Served</i>	<i>Total \$</i>	<i>%</i>
Canby	\$378,562	\$312,248	\$690,810	6%
Estacada	\$68,018	\$513,295	\$581,313	5%
Gladstone	\$240,736	\$259,855	\$500,592	4%
Happy Valley	\$571,067	\$988,984	\$1,560,051	13%
Lake Oswego	\$1,800,693	\$100,967	\$1,901,660	16%
Milwaukie	\$555,692	\$328,592	\$884,284	7%
Molalla	\$155,152	\$458,275	\$613,427	5%
Oregon City	\$758,142	\$855,848	\$1,613,990	13%
Sandy	\$208,779	\$679,302	\$888,081	7%
West Linn	\$1,005,348	\$173,858	\$1,179,206	10%
Wilsonville	\$625,586	\$104,510	\$730,096	6%
Oak Lodge	\$-	\$856,490	\$856,490	7%
	\$6,367,776	\$5,632,224	\$12,000,000	100%

Attachment B

Service population maps are included as Attachment B.

1. The maps divide Clackamas County into library service areas. These areas are based on distance, roads, rivers, travel patterns, etc. and are intended to define where people are most likely to receive library service, and to give a Library City the ability to meet the library threshold standards in Attachment C. Each Library City's service area has been constructed by assigning Census tracts into library service areas. Based on census data compiled every 10 years, the population in each census tract will be verified and then the total unincorporated population within each service area will be used to calculate the Formula.
2. ~~For the continuation of library service to the citizens in the Oak Lodge and Clackamas Corner areas, the service area boundaries and population served totals will not change until the new Happy Valley Library is open and the new Gladstone/Oak Lodge Library is open. As each new facility is opened to the public, the service population will be adjusted to the new agreed-upon boundaries found in this Attachment. The population service area changes and resulting increase in payments for unincorporated population served will take place in the fiscal year following the library opening.~~

[See attached maps]

Attachment C Service Standards

The Parties agree that all library service providers shall strive to meet OLA Threshold Standards, with a particular emphasis on:

STAFFING: Provide qualified staff employed by the library as outlined in the table below:

Population Served	Threshold Staffing Level
0 - 2,499	0.5 FTE, with high school diploma
2,500 - 4,999	0.35 FTE/1,000 served. Director has B.A.
5,000 - 9,999	0.35 FTE/1,000 served. Director has B.A.
10,000 - 24,999	0.35 FTE/1,000 served. Director has MLS.
25,000 - 49,999	0.35 FTE/1,000 served. Director has MLS. 1/5 of staff has MLS.
50,000 - 499,999	0.33 FTE/1,000 served. Director has MLS. 1/5 of staff has MLS.

MATERIALS: Provide the number of volumes in the library's total collection as spelled out in the table below:

Population served	Threshold Materials
0 - 49,999	Material collection of 5,000 items or two items per capita, whichever is greater.
50,000+	Material collection of two items per capita.

ACCESS: Provide and post open hours which fit the community's need, including evening and weekend hours, and provide the minimum standards listed in the table below:

Population served	Threshold
0 - 4,999	20 hours
5,000 - 9,999	30 hours
10,000 - 24,999	40 hours
25,000 +	50 hours

NOTE: Total staffing levels and material volumes may be constrained by current facility size limitations. The Parties understand and agree that a strategic plan that recognizes such size limitations and adjusts staff and material goals accordingly is an acceptable implementation of this standard.

FACILITIES: Spacious, modern facilities are essential for good library service. Library facilities should be conveniently located and easily accessible to all segments of the population. Projecting space needs based upon local library service goals, as part of the development of a library building program, is recommended as the most reliable method of planning library facilities.

Threshold Standards

In order to meet threshold standards, each Oregon public library shall:

Provide a book drop when library is closed.

Provide a designated area to meet the needs of children.

Provide separate staff work area.

Provide a business telephone with a listed number.

Comply with ADA standards.

Provide sufficient parking.

Provide sufficient signs identifying the library, directing the public to the library, and within the library.

Provide a facility that is safe, secure, and well lighted.

Provide a public restroom, sufficient heating, and ventilation.

Provide facilities that are adaptable for technology.

Analyze space needs not less than every ten years, using current library facility planning materials.

Library District Task Force



BACKGROUND

In October 2017, the City of Gladstone and Clackamas County entered into a Settlement Agreement which resolved ongoing litigation regarding construction of library facilities and provision of library services for the residents of the Gladstone and Oak Lodge library service areas.

During discussions related to the implementation of the Settlement Agreement, the Board of County Commissioners considered certain changes to both the Library District Master Order and the Library District Master IGA. Various library stakeholders expressed concerns regarding the consistency of these changes with the original purposes of the Library District, as well as the potential impact of these proposed changes on library services throughout the Library District. During the same period, LINCC Library Directors identified concerns related to the long-term sufficiency of Library District funding and the long-term sustainability of library services throughout the County (please see Appendix A).

In March 2018, the Board of County Commissioners authorized the creation of a Library District Task Force to examine these areas of concern, including (but not limited to) sufficiency and sustainability of library funding to address both capital and operational needs, permissible uses of District funds, and evaluation of service standards. In subsequent discussions with the Library District Advisory Committee (LDAC), LINCC Library Directors, and City officials, additional topics to be discussed by the Library District Task Force were suggested, including (but not limited to) equity of the current District funding formula, challenges in capital funding, and evaluation of current service area boundaries.

LIBRARY DISTRICT TASK FORCE CHARGES

The Library District Task Force will be charged with the following purposes:

- 1) To identify current and future challenges facing the Clackamas County Library District. It is anticipated the Library District Task Force will focus on three primary areas: provision of library services, sufficiency and sustainability of library funding, and governance of the Library District.
- 2) To develop the charges for and receive the reports and recommendations of three standing subcommittees, as follows.
 - a. Library Services Subcommittee
 - b. Library Funding Subcommittee
 - c. District Governance Subcommittee

- 3) To develop the charges for and receive the reports and recommendations of any additional subcommittees deemed necessary by the Library District Task Force.
- 4) To submit a final report to the Board of County Commissioners (in their dual role as Board of County Commissioners and Library District Governing Board) containing recommendations to ensure the long-term, sustainable delivery of quality library service to the residents of the Clackamas County Library District.
- 5) To determine and adopt such rules or procedures as are necessary to facilitate the work of the Library District Task Force and its subcommittees, consistent with the Clackamas County Advisory Body & Volunteer Code of Conduct Policy and Oregon Public Meetings Law.

LIBRARY DISTRICT TASK FORCE MEMBERSHIP AND VOTING

The Library District Task Force will consist of up to twenty-nine (29) members, appointed and voting as follows:

- The Library Service Providers of Canby, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oak Lodge, Oregon City, Sandy, West Linn, and Wilsonville may appoint up to two members each.
 - Each Library Service Provider shall have one vote on the Task Force.
- Unincorporated areas of Clackamas County will be represented by two members.
 - This stakeholder group shall have one vote on the Task Force.
- LINCC Library Services (Network), as provider of centralized services and support to all District libraries, shall appoint one non-voting member.
- The current Chair of the LINCC Directors Group shall serve as an ex-officio, non-voting member.
- The current Chair of the Library District Advisory Committee (LDAC) shall serve as an ex-officio, non-voting member.

Task Force membership and voting rights are summarized in the table below:

STAKEHOLDER	MAX # OF MEMBERS	# OF VOTES
Canby	2	1
Estacada	2	1
Gladstone	2	1
Happy Valley	2	1
Lake Oswego	2	1
Milwaukie	2	1
Molalla	2	1
Oak Lodge	2	1
Oregon City	2	1

Sandy	2	1
West Linn	2	1
Wilsonville	2	1
Unincorporated Clackamas County	2 (residents of unincorporated Clackamas County)	1
LINCC Library Services (Library Network)	1	Non-voting
LINCC Directors Group	1 (LINCC Directors Group Chair)	Non-voting
LDAC	1 (LDAC Chair)	Non-voting
TOTAL	29 (max)	13

Each Library Service Provider may appoint its own representatives to the Library District Task Force. It is recommended that appointments are drawn from City Managers, Library Directors, LDAC Representatives, and/or Library Board Members. Per direction from the Board of County Commissioners, elected officials shall not be appointed to the Library District Task Force.

Recruitment of residents from unincorporated Clackamas County will be coordinated by Public and Government Affairs (PGA) utilizing the County's standard Advisory Board and Committee recruitment process. Evaluation of candidates will be conducted by a Selection Committee consisting of the LDAC Chair, and two representatives from Clackamas County Business and Community Services. The Selection Committee will forward recommended candidates to the Board of County Commissioners for evaluation and appointment.

SUBCOMMITTEE CHARGES

The Library District Task Force shall have three standing subcommittees:

- Library Services Subcommittee

While the Library District Task Force shall be empowered to develop the final charge(s) of the Library Services subcommittee, it is anticipated that this subcommittee would address topics such as:

- *What services do District residents need from their libraries, both now and in the future?*
- *What are the core services and service levels all District residents should receive?*
- *How should service levels and service delivery be measured?*
- *What services are best provided locally, and what services should be provided/supported centrally?*

- Library Funding Subcommittee

While the Library District Task Force shall be empowered to develop the final charge(s) of the Library Funding Subcommittee, it is anticipated that this subcommittee would address topics such as:

- *What levels of funding are required to sustainably address operational needs District-wide?*
- *What levels of funding are required to sustainably address capital needs District-wide?*
- *Are current funding sources and levels (District and local) sufficient to address operational and capital needs, both now and in the future?*
- *What are the mechanics and options for creating service area capital districts?*
- *How can insufficient, unsustainable, or unequitable funding levels be addressed?*
- *What should be permissible uses of District funds?*
- *Do the current service area boundaries meet the needs of the District?*
- *Does the current distribution formula meet the needs of the District?*

It is anticipated that this subcommittee would not convene until the work of the Library Services Subcommittee has been completed, and its work would be informed by the work of the Library Services Subcommittee.

- District Governance Subcommittee

While the Library District Task Force will be empowered to develop the final charge(s) of the District Governance Subcommittee, it is anticipated that this subcommittee would address topics such as:

- *Are changes to the Master Order, Master IGA, and/or Capital IGAs needed?*
- *How do we ensure core services are provided and desired outcomes are achieved District-wide?*
- *How are issues of District-wide impact discussed and decisions made?*
- *What should the role of the Library District Advisory Committee be?*
- *Do suggested changes make voter approval necessary or desirable?*

It is anticipated that the District Governance Subcommittee would not convene until the work of the Library Funding Subcommittee has been completed, and its work would be informed by the recommendations of the Library Services Subcommittee and the Library Funding Subcommittee.

SUBCOMMITTEE MEMBERSHIP AND VOTING

Each subcommittee will consist of up to twenty-nine (29) members, appointed and voting as follows:

- The Library Service Providers of Canby, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oak Lodge, Oregon City, Sandy, West Linn, and Wilsonville may appoint up to two members each.
 - Each Library Service Provider shall have one vote on each subcommittee.
- Unincorporated areas of Clackamas County will be represented by two members.
 - This stakeholder group shall have one vote on each subcommittee.
- LINCC Library Services (Library Network), as provider of centralized services and support to all District libraries, shall appoint one non-voting member.
- The LINCC Directors Group shall appoint one non-voting member.
- The Library District Advisory Committee (LDAC) shall appoint one non-voting member.

Subcommittee membership and voting rights are summarized in the table below:

STAKEHOLDER	MAX # OF MEMBERS	# OF VOTES
Canby	2	1
Estacada	2	1
Gladstone	2	1
Happy Valley	2	1
Lake Oswego	2	1
Milwaukie	2	1
Molalla	2	1
Oak Lodge	2	1
Oregon City	2	1
Sandy	2	1
West Linn	2	1
Wilsonville	2	1
Unincorporated Clackamas County	2 (residents of unincorporated Clackamas County)	1
LINCC Library Services (Library Network)	1	Non-voting
LDAC	1 (LDAC appointee)	Non-voting
LINCC Directors Group	1 (LINCC Directors Group appointee)	Non-voting
TOTAL	29 (max)	13

Each Library Service Provider may appoint its own representatives to subcommittees. It is recommended that appointments are drawn from City Managers, Library Directors, LDAC Representatives, Library Board Members, and/or District residents. Per direction from the Board of County Commissioners, elected officials shall not be appointed to the subcommittees.

It is also recommended that stakeholders appoint members with particular subject matter expertise to individual subcommittees. For example, Library Directors' expertise in the provision and management of library services would likely be particularly useful on the Library Services Subcommittee.

Recruitment of residents from unincorporated Clackamas County will be coordinated by Public and Government Affairs (PGA) utilizing the County's standard Advisory Board and Committee recruitment process. Evaluation of candidates will be conducted by a Selection Committee consisting of the LDAC Chair and two representatives from Clackamas County Business and Community Services. The Selection Committee will forward recommended candidates to the Board of County Commissioners for evaluation and appointment.

ANTICIPATED TIMELINE

It is anticipated that the Library District Task Force process (including all preparatory work) will last approximately 18 months, with the Task Force and Subcommittees meeting periodically and regularly over a period of approximately 12 months. The Library District Task Force process will be divided into four distinct phases, namely:

- Phase 1 (approx. 5 months) – Preparation
- Phase 2 (approx. 3 months) – Engagement and Outreach
- Phase 3 (approx. 9 months) – Library District Task Force and Subcommittee Work
- Phase 4 (approx. 3 months) – Preparation and Submission of Final Report

Please see below for a more detailed timeline. All timelines are estimates.

Library District Task Force - Anticipated Timeline (*dates subject to change*)

PHASE 1 - PREPARATION

During this initial phase, the Library District Task Force proposal will be finalized, Board approval will be obtained, and various efforts to gather and produce information the Task Force will need to conduct its work will be completed.

Jan - Apr
2019

FINALIZE PROPOSAL

- *Business and Community Services (BCS)* will work with the *Library District Advisory Committee (LDAC)* and *LINCC Directors Group* to finalize the Library District Task Force proposal.

Feb - Jun
2019

LINCC STRATEGIC PRIORITIES

- *LINCC Directors Group* and *BCS* will complete their work on a District-wide Strategic Priorities document.

May
2019

PRESENT PROPOSAL TO THE BOARD OF COUNTY COMMISSIONERS

- *BCS* will schedule a Policy Session to seek approval from the *Board of County Commissioners (BCC)* to proceed with the Library District Task Force proposal.

Mar - Jul
2019

2017 - 2018 ANNUAL PROGRESS REPORTS

- *LDAC* will revise the Annual Progress Report (APR) form for collection of 2017 - 2018 data.
- *LINCC Directors Group* and *Local Library Boards* will prepare and submit 2017 - 2018 APR data for *LDAC* evaluation.

PHASE 2 - ENGAGEMENT AND OUTREACH

During this phase, engagement and outreach efforts will be conducted to solicit stakeholder feedback and educate potential Library District Task Force participants and the broader public about the Clackamas County Library District.

Jul - Aug
2019

ONLINE LIBRARY SERVICES SURVEY

- *BCS* and *Public and Government Affairs (PGA)*, in conjunction with *LINCC Directors Group*, will develop an online survey to get feedback from County residents on library services. The survey will be distributed via multiple channels, including social media and the *LINCC* catalog.

May - Jul
2019

CITY PARTNER OUTREACH

- *BCS* will present information about the Library District Task Force to the *City Managers Group*.
- As requested, *BCS* will present to individual *Local Library Boards* and *City Councils* about the Task Force.

Jul - Sept
2019

EDUCATION/FEEDBACK SESSIONS

- *BCS*, *PGA*, and *LINCC Directors Group* will develop and present two facilitated public information sessions designed to inform stakeholders about the District's current structure and operation.
- Sessions will also allow attendees to provide feedback to help inform the Library District Task Force's future work.

PHASE 3 - LIBRARY DISTRICT TASK FORCE AND SUBCOMMITTEE WORK

During this phase, the Library District Task Force and its subcommittees will conduct research, engage in discussions, and formulate the recommendations which will eventually be provided to the Board of County Commissioners.

Sept - Oct
2019

TASK FORCE KICKOFF

- The **Library District Task Force** will meet at least once to develop rules and procedures, to finalize subcommittee charges, and to make initial subcommittee appointments.

Oct - Dec
2019

LIBRARY SERVICES SUBCOMMITTEE

- The **Library Services Subcommittee** will meet a sufficient number of times to properly prepare recommendations for the Library District Task Force.
- The **Library District Task Force** will meet at least once to receive and consider the recommendations/report of the Library Services Subcommittee.

Jan - Mar
2020

LIBRARY FUNDING SUBCOMMITTEE

- The **Library Funding Subcommittee** will meet a sufficient number of times to properly prepare recommendations for the Library District Task Force.
- The **Library District Task Force** will meet at least once to receive and consider the recommendations/report of the Library Funding Subcommittee.

Apr - Jun
2020

DISTRICT GOVERNANCE SUBCOMMITTEE

- The **District Governance Subcommittee** will meet a sufficient number of times to properly prepare recommendations for the Library District Task Force.
- The **Library District Task Force** will meet at least once to receive and consider the recommendations/report of the District Governance Subcommittee.

PHASE 4 - PREPARATION AND SUBMISSION OF FINAL REPORT

During this phase, the Library District Task Force will produce a final report to be presented to the Board of County Commissioners.

Jul - Aug
2020

PREPARATION OF FINAL REPORT

- The **Library District Task Force** will meet at least once to synthesize and prepare final recommendations/report.
- **LDAC** will have an opportunity to review the final Library District Task Force report, and prepare a supplementary report, before the Task Force's report is presented to the BCC.

Sept
2020

PRESENTATION OF FINAL REPORT TO BCC

- **BCS** will schedule a Policy Session during which the Library District Task Force's final report/recommendations, as well as any supplemental report prepared by LDAC, will be presented to the Board of County Commissioners.

APPENDIX A

On January 19, 2018, the LINCC Directors Group presented the following memo to the Library District Advisory Committee.

TO: LDAC Representatives
FR: Directors, Clackamas County Libraries (LINCC)
DT: January 19, 2018
RE: Library District

Recently there has been a good deal of discussion within local public meetings and in the media about proposed changes to both the Clackamas County Library District Master Order and the Master Cooperative Intergovernmental Agreement.

The Directors of Clackamas County Libraries fully support and welcome public discussion of these proposed changes. We do not advocate for any particular outcome. We do, however, want to provide our perspective with a goal of informing public discussion and providing additional context for some of the issues and concerns that have emerged. Specifically, we'd like to offer a brief assessment of the strengths of the current District structure, as well as some of the current and future challenges that concern us.

LIBRARY DISTRICT STRENGTHS

- **A collaborative, supportive library cooperative**

While the governance and funding structures have changed over time, the libraries of the Clackamas County Library District have been successfully collaborating and supporting each other for decades.

Our libraries have established committees that have worked to regularly refine guidelines and procedures to maximize consistency, efficiency, and patron-focused service across the District.

One example of this cooperation is that libraries have agreed to collection development guidelines. This helps to ensure that libraries can share collections, and that no single library will bear an undue burden to provide materials for other libraries. There may be situations when the availability of a particular library's collection is temporarily reduced, such as during construction or remodeling projects. The strength of our cooperative is most apparent in those situations: District libraries support each other and cooperate to minimize the impact to patrons. Each library is assured that it will have the support of the other District libraries if it encounters a similar situation.

A key collaborator is the Library Network. With support provided by the County, the Network office creates, maintains, and improves systems and procedures which help keep LINCC working cohesively and smoothly. In turn that allows libraries to offer consistent, quality library services to the 400,000 citizens of Clackamas County.

LIBRARY DISTRICT CHALLENGES

- **Every community has different resources**

The Library District spans approximately 1,880 square miles of both rural and urban areas. Each of the 12 service providers in the District (11 cities and Clackamas County) has a service area population which is made up of both City residents and residents of unincorporated areas.

The ratio of City residents to unincorporated residents differs for each service provider, as does the amount of Library District revenue raised in each service area. It is important to note that the tax base of each City differs widely. That can make it more

challenging to allocate scarce general fund dollars, especially when those dollars may have been contributed by a minority of patrons in the Library's service area.

- **A very complex structure**

While the cooperative structure provides some significant benefits--especially being able to focus closely on local community needs--Library Directors frequently find themselves navigating a very complex environment of competing stakeholder needs and imperatives. Library Directors must constantly balance local needs and expectations (as articulated by City Managers, City Councils, and local Library Boards), with considerations of District-wide imperatives (as articulated by LINCC committees, the Library District Board, and the Library District Advisory Committee), and with state and national service standards.

- **Library District revenues are insufficient**

Simply put, the permanent Library District rate of \$0.3974 per thousand of assessed value approved by voters in 2008 is not sufficient to maintain service levels throughout the county. This is true whether or not District funds are to be used only to fund operations, or can be used for capital purposes as well. While growth in property values has resulted in some additional Library District revenues over the years, these increases have not kept pace with increases in expenses (especially those related to personnel).

The LINCC Library Directors feel strongly that the revenue situation must be addressed. We believe many of the concerns voiced in discussions about amendments to the Master Order and IGA are, in fact, symptoms of this deeper, systemic revenue problem. We have serious concerns about our ability to maintain service levels going forward.

LINCC is stronger now than it has ever been and LINCC Library Directors are absolutely committed to doing all we can within our communities and on a County-wide, cooperative basis to ensure that every citizen of Clackamas County has access to high-quality library services. We are working together more efficiently and effectively than at any time in our past.

That said, we do face significant challenges ahead, and we sincerely hope that some of the concerns sparked by recent discussion of amendments to the Master Order and Master IGA will continue to be addressed in future conversations about the long-term sustainability of the Clackamas County Library District.