
MEMORANDUM

TO: Douglas County Public Library Board of Trustees

FROM: Molly M. Rezac

DATE: December 9, 2020

SUBJECT: Douglas County Public Library Investigation Report

I. Introduction and Scope of Investigation

On August 25, 2020, the Douglas County Library Board of Trustees voted to initiate an investigation into “the facts surrounding the posting of a diversity statement on behalf of the Library,” including looking at the relevant board directives, the effectiveness of communication surrounding the publication of the diversity statement, the fulfillment of job duties and responsibilities by the Library staff involved, as well as the circumstances that led to the escalation of tensions with members of the public and other Douglas County departments. On September 11, 2020, I, through my law firm Ogletree, Deakins, Nash, Smoak & Stewart, P.C., was retained to conduct the investigation.

II. The Investigation

A. Witnesses

Board members Kathryn Garrahan, Bonnie Rogers, Mark Jensen and Jill Harper, Library Director Amy Dodson, two Douglas County employees as well as six Library employees¹ were interviewed. Identified witnesses who are employed by Douglas County were provided written notices from Douglas County Human Resources. Interviews were conducted either in-person or via zoom. Witnesses were encouraged, but not strictly required, to avoid discussing the content of their interviews with others. Each was also advised that retaliation for having participated in the interview was prohibited and to report concerns to Human Resources. Witnesses were also told they could contact me regarding any perceived retaliation. Interviews were not recorded.

¹ Employees’ names have been redacted as confidential.

Witnesses were all provided with my contact information and encouraged to contact me if they wanted to add any additional information. Typewritten notes from each interview were created and emailed to the witness for review, and to correct, redact by interlineations or add anything they wanted. Witnesses corrected and signed or otherwise acknowledged the content of the typewritten notes as accurate. The corrected, signed typewritten notes will be retained in my confidential investigation file.

B. Documents

Over the course of the investigation, many documents were received and reviewed. Copies of these documents will be retained in my confidential investigation file. These documents including the following, among others:

- ALA Libraries Respond: Black Lives Matter
- Urban Libraries Council: ULC Statement on Race and Social Equity
- Public Library Associations: PLA Statement and Call to Action for Public Library Workers to Address Racism
- Washoe County Library Systems Board of Trustees Meeting Minutes from June 17, 2020 and their statement posted
- Article at: <https://www.infodocket.com/2020/06/01/statements-from-library-organizations-re-racism-and-increased-violence/?fbclid=IwAR2RIT8xSlGleOYvCoe6wCjV4wDYFMu557mrepDCZLaXsMavv11cuQ6wAM>
- March 27, 2018 Library Board Meeting minutes
- October and November 2019 Board of Trustee Meeting minutes
- June 18, 2020 Denver Public Library Commission Meeting minutes
- July 14, 2020 U.S. Special Counsel Memo: Black Lives Matter and the Hatch Act
- June 24, 2020 Social Media Posting by DCPL
- June 24, 2020 emails regarding Diversity Statement
- July 27, 2020 Sheriff's Letter
- July 28, 2020 DCPL Board of Trustees Meeting Agenda and Packet materials

- July 30, 2020 Board of Trustees Press Release
- July 31, 2020 Letter from former Library Director Linda Deacy
- August 4, 2020 Tuesdays with Tammy meeting minutes
- August 7, 2020 Director's Interim Report to Board
- Douglas County Administrative Policies and Procedures
- Douglas County, Nevada Boards, Committees, and Commissions Policies and Procedures
- Nevada Public Library Trustee Training
- Douglas County Social Media Policy
- DCPL Board of Trustees and Staff Handbook
- Library Director Job Description

C. Statutes, Codes, Policies

As part of this investigation, I reviewed various Nevada Revised Statutes (NRS), Douglas County Codes, Douglas County policies, as well as the Nevada Public Library Trustee Training, the DCPL Board of Trustees and Staff Handbook, and the Library Director Job Description.

1. Nevada Revised Statutes

NRS 379.025 provides the Trustees of a county library shall:

- (a) Establish, supervise and maintain a library.
- (b) Appoint, evaluate the performance of and, if necessary, dismiss a librarian.
- (c) Hold and possess the property and effects of the library in trust for the public.
- (d) In the case of a county library, submit annual budgets to the board of county commissioners, containing detailed estimates of the amount of money necessary for the operation and management of the library for the next succeeding year.
- (e) In the case of a consolidated, district or town library, prepare annual budgets in accordance with NRS 354.470 to 354.626, inclusive.
- (f) In the case of a consolidated library district:
 - ...
- (g) In the case of a district library, administer any separate account established pursuant to NRS 354.603.
- (h) Establish bylaws and regulations for the management of the library and their own management.

- (i) Manage all the property, real and personal, of the library.
 - (j) Acquire and hold real and personal property, by gift, purchase or bequest, for the library.
 - (k) Administer any trust declared or created for the library.
 - (l) Maintain or defend any action in reference to the property or affairs of the library.
2. The trustees may:
- (a) Make purchases and secure rooms.
 - (b) Authorize the merger or, subject to the limitations in NRS 379.0221, the consolidation of a town or city library with a county library district.
 - (c) Invest the money in the appropriate library fund in accordance with the provisions of chapter 355 of NRS.
 - (d) Enter into a lease or lease-purchase agreement respecting real or personal property.
 - (e) Convey property to a person where the purpose of the conveyance is the entering into of an agreement contemplated by paragraph (d).
 - (f) Do all acts necessary for the orderly and efficient management and control of the library.
3. ...
4. The trustees shall, as a primary goal of the consolidated library district, provide the library facilities, resources and trained staff to meet the informational needs of all residents of the district.

NRS 379.027 provides that the Library Director's job duties are as follows:

“The librarian of any consolidated, county, district or town library shall administer all functions of the library, employ assistants and carry out the policies established by the trustees of the library, and may recommend policies to the trustees.”

NRS 651.070 provides for the equal enjoyment of place of public accommodations, which includes libraries:

“All persons entitled to equal enjoyment of places of public accommodation. All persons are entitled to the full and equal enjoyment of the goods, services, facilities, privileges, advantages and accommodations of any place of public accommodation, without discrimination or segregation on the ground of race, color, religion, national origin, disability, sexual orientation, sex, gender identity or expression.”

Since the Douglas County Public Library Board of Trustees is a public body, Open Meeting Law must be followed. NRS 241.010 provides that “all public bodies exist to aid in the conduct of the people's business. It is the intent of the law that their actions be taken openly and that their deliberations be conducted openly.” NRS 241.020 provides that “all

meetings of public bodies must be open and public.” It further provides a written notice consisting of an agenda with “a clear and complete statement of the topics scheduled to be considered during the meeting...” *See* NRS 241.020(3)(d).

The Nevada Supreme Court has stated that private briefings among staff of a public body and a non-quorum of members of a public body are not meetings for purposes of the Open Meeting Law, and such a meeting is not prohibited by law. *See Dewey v. Redevelopment Agency*, 119 Nev. 87, 94 (2003); *see also* Nevada Open Meeting Law Manual, Attorney General Aaron Ford, at §4.09.

2. Nevada Public Library Trustee Training

The training provided to Trustees provides the following:

“Although the director is responsible for the management of the library, the board retains ultimate responsibility for everything that happens in the library. Therefore board members should expect a continuous flow of information from the director to help them in their monitoring and evaluating roles.”

“The director is a valuable resource and often the leader on many issues that come before the board.”

The training provides that the Library Board is to “determine and adopt written policies to govern the operation of the library,” while the Library Director is to “carry out the policies of the library as adopted by the Board,” and “recommend policies to the library board.”

“Library procedures and regulations are not to be confused with policies. Whereas library policies address ‘what’ the library provides, procedures and regulations provide specific details on ‘how’ policies will be accomplished. Using the general guidelines of board policies, the director and staff will write rules and regulations for the operation of the library. For example, your board may develop a policy that says the library will have a video game collection for public lending. The director and staff will then write guidelines for purchasing materials for the collection, lending rules for the collection, and various other regulations necessary to maintain and manage the collection.”

“A board policy is a carefully designed, written general statement of direction for the library, formally adopted by a majority vote of the board at a legally constituted board meeting....Board policies are not laws. There is little need to repeat in board policy those statutes that already have the force of state or federal law unless the board policy spells out some special manner in which the library will implement or comply with the law.”

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3. Policies

On October 23, 2018, the Douglas County Library Board passed Resolution Number 2018R-001 to confirm that the policies of Douglas County apply to Library staff.

The Douglas County Social Media Policy provides as follows:

“Douglas County shall use social media sites as a method to disseminate public information and as a promotional tool to increase Douglas County’s ability to broadcast its messages to the widest possible audiences.” *See* Social Media Use Policy, at II(A)(ii). “Department Directors...or their designees, in accordance with this policy, will be responsible for the content and upkeep of any social media their departments create.” *Id.* at II(B). With respect to content, the policy provides that “information posted...on behalf of Douglas County must...[d]irectly pertain to Douglas County, its departments or services” and “not be commercial or political in nature.” *Id.* at V(A)(i) and (v). “Designated administrators shall...(ii) Oversee and manage social media including authorization and approval of posts; ...(vii) Coordinate with the Public Information Officer, as appropriate, regarding questions, posts, responses and removal of information.” *Id.* at VI (B). “Douglas County social media articles and comments containing any of the following shall not be allowed: ... (iv.) comments or information which promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation.” *Id.* at (V)(C)(iv).

The Douglas County Employee Participation in Political Activities Policy provides that “in general, employees of Douglas County may not participate in political activities while on-duty...The limitations on political activities in the workplace are found in the federal Hatch Act and the Fair Campaign Practices Act (FCPA).” On July 14, 2020, the U.S. Office of Special Counsel issues its memo concerning Black Lives Matter and the Hatch Act. In its memo, the U.S. Office of Special Counsel found that using BLM terminology in the workplace is not inherently political activity and that BLMGN is not a partisan political group. Thus, “an employee is not prohibited by the Hatch Act from expressing support for, or opposition to, the BLM movement while on duty in the workplace.”

4. DCPL Board of Trustees and Staff Handbook

The Board of Trustees Bylaws provide:

“The Library Board shall: (b) Appoint, evaluate the performance of and, if necessary, dismiss a Librarian.”

“Relationship to Library Director. The Library Director is appointed by the Library Board and reports to the Board. The Library Director shall be the Executive Director of the Library and subject to the policies adopted by the Library Board. The duties and responsibilities of the Director shall include duties as the direction and supervision of all staff, the selection of library materials, the administration of library services and management of facilities, the submission to the Library Board of regular reports on the library’s status, reports on policy, and budgeting recommendations.”

The Library Bill of Rights provides that “a person’s right to use a library should not be denied or abridged because of origin, age, background, or views.”

5. Library Director Job Description

Included in the job description of the Library Director are the following essential functions (among others):

- submits recommendations on library plans, policies, services, budget, and building to the Library Board;
- presents research and proposes policies to Library Board of Trustees;
- responsible for publicizing library services in the media...represents the library to various community and professional groups such as Friends of the Library, the Library Foundation, the Nevada Library Association, and the Chamber of Commerce;
- promotes a good working relationship with the Douglas County offices and representatives and provides support and/or services to other County department/divisions, as appropriate;
- Ensures compliance with all pertinent Federal State and Local laws and Minimum Standards for Public Libraries in the State of Nevada.

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III. Findings, Conclusions and Observations

A. Timeline

After conducting the investigation and reviewing relevant documents, I developed the following timeline of events based on the information provided to me:

March 2018 The Library Board of Trustees vote to have one email for the chair of the Board: libraryboardoftrustees@douglas.lib.nv.us.

October & November 2019: Board discusses a need for a diversity policy related to the hiring of two Library supervisor positions.

June 2020

June 1, 2020: ALA Executive Board stands with BCALA in condemning violence and racism towards Black people and all People of Color. “[T]he Executive Board calls on library and information services leaders, staff, and advocates of all races and backgrounds to abolish racism against Black people and against all People of Color and to see to it that it has no place in our institutions, our policies, our practices or our behaviors.” The Executive Board further calls on the “entire association to work against racial bias and prejudice actively and intentionally through” promoting and creating anti-racist media content...

June 1, 2020: Infodocket publishes list of Statements From Library Organizations Regarding Racism showing libraries publishing diversity statements.

Early June 2020: Director Dodson signs onto the Urban Libraries Council’s Diversity Statement. Washoe County and Clark County Libraries also sign in support of the statement.

June 17, 2020: Washoe County Library System Director reports to his Board of Trustees that he had published a statement “in response to the George Floyd incident and protests so that our black community members are aware the Library System continues to move towards more inclusive communities.”

June 15 to 19, 2020: Director Dodson researches and drafts an initial draft of a Diversity Statement. She then asks several Library staff members to review and make suggestions and/or revisions.

June 24, 2020, before 10 a.m.: Director Dodson directs the Library employee in charge of social media to post the Diversity Statement. The statement is posted to Twitter, Facebook and Instagram.

June 24, 2020, 10:21 a.m.: Legal counsel is informed of the post.

June 24, 2020, 10:28 a.m.: Director Dodson emails the Board and informs them that she has added the Diversity Statement to the Library's website and social media. In her email, she states that "[t]he American Library Association, Urban Libraries Council, and libraries across the country have released formal statements about the importance of inclusion and diversity." She informs the Board that the DCPL has signed the Urban Libraries Council's Statement on Race and Social Equality. She provides the Board with the language of the statement, and states that she is not creating a press release. Director Dodson also acknowledges that the Board had "discussed the need for an official diversity policy or statement" and she hoped they could work on that later in the year. She then states, "I felt we needed a timely response now. If we were to remain silent on these issues, it might send a negative message."

June 24, 2020, before 2:40 p.m.: Legal counsel discusses the post with Director Dodson. She indicates that she had drafted the statement, with some assistance from staff. Legal counsel explains that social media postings were for announcing events at the Library, not for posting a policy. Director Dodson responds that she did not feel this posting was any different from others and that she had authority to post on behalf of the Library.

June 24, 2020, 2:40 p.m.: Director Dodson emails the Board to inform them that she has been asked to edit or take down the statement. She states that it was strongly recommended that the Library Board review the statement and potentially approve it before posting. Director Dodson continues, "Although it is not our practice for the Library Board to approve public communications," she reports that she was told "that the 'controversial' nature of the subject called for board involvement." Director Dodson advises the Board that, while she did not want to and did not agree that it was necessary, she had asked staff to remove the statement from the website and social media in order to "maintain harmony." Director Dodson then states that she "will place this subject on the next meeting agenda unless the Board would like to handle this differently."

July

July 14, 2020: U.S. Office of Special Counsel publishes memo stating that #BlackLivesMatter is not political under the Hatch Act.

July 22, 2020: Agenda for the July 28, 2020 Board of Trustees meeting is emailed and posted. Review and possible action on the Diversity Statement is an agenda item. The full Diversity Statement is included in the Board packet materials.

July 27, 2020, 8:51 a.m.: A "rant" is posted on the Douglas County Rants & Raves page. The post gained traction on social media and would continue to escalate.

July 27, 2020, before 1:53 p.m.: Sheriff Coverly emails and posts a letter to the Library Board of Trustees.

July 27, 2020, 1:53 p.m.: Director Dodson emails the Board regarding the Sheriff's letter. She further states that there is a misunderstanding that the Diversity Statement was adopted or approved

and that she has been communicating to press, the county, and the public that the Diversity Statement was a draft and was to be a topic of discussion.

July 27, 2020, 2:22 p.m.: Director Dodson emails the Board to inform them of the outpouring of public comment regarding the Diversity Statement and informs them that because people had the impression the meeting would be at the Library, she was concerned about staff safety and the ability to accommodate a large meeting. Chair Garrahan decides to cancel the meeting and reschedule.

Emails and phone calls continue to come into the Library.

July 28, 2020, 12:08 p.m.: Sheriff Coverly issues a Press Release--Sheriff Coverley's Official Statement in Regards to Letter Submitted to Library Board. The Sheriff clarifies his letter and states his office will continue to respond to all 911 calls, including those at the Library. He also states that he is having active conversations with the Library Director to try and understand the intent of the proposed diversity statement.

July 28, 2020, 1:44 p.m.: Director Dodson reaches out to the Sheriff with her cell number. Sheriff Coverley then returns her call and they speak about a joint statement.

July 28, 2020, after 4:51 p.m.: Director Dodson and Sheriff Coverley issue Joint Statement indicating that they agree "this may have been an unfortunate circumstance of misunderstanding. The library respects and supports the work of the Douglas County Sheriff's Office and appreciates everything they do to keep our community safe."

Emails, calls and media coverage continues.

July 30, 2020: Board releases the Official Statement from the Library Board of Trustees regarding the Diversity Statement.

July 31, 2020: Director Dodson tells Chair Garrahan that she is not going to speak to the press. The Chair responds that she agrees that this would be best.

July 31, 2020: Former Library Director Linda Deacy writes Chair Garrahan and states that Ms. Garrahan attempted to "hang the Library Director and staff out to dry over the much-discussed diversity statement." She states that when she was "getting death threats for starting bi-lingual storytimes, [her] Library Board stood by [her]. When a local political group tried to bully [her] into changing [the] collection policy, [her] Library Board stood by [her]."

August

August 2020: Phone Scripts are provided to staff to respond to public regarding Diversity Statement.

August 4, 2020: Director Dodson attends Tuesdays with Tammy Nevada Libraries Forum from Nevada State Library, Archives and Public Records. Director Dodson reports about the posting of the Diversity Statement, removing the statement, placing it on the agenda for consideration, the public response to the statement, and the Sheriff's letter. The notes reflect that she seeks support for the staff and Library.

August 6, 2020: Former employee and Board Member Deborah Blackman writes a letter indicating that she applauds Kathryn Garrahan for speaking out to say that they did not initiate the statement but calls out "this Library Board for their inability to manage Ms. Dodson so that this would never have occurred."

August 7, 2020: Director's Interim Report to the Board. Director Dodson reports that many Nevada library directors, the state librarian, ALA, Attorney General Ford and the office of Senator Jacky Rosen have offered support. Attorney General Ford has offered to speak to the Library Board. Director Dodson also reports that she has received a lot of requests from the media, that she has spoken to the County's Public Information Officer and they "both agreed that it would be better to stop interviews as this time."

August 8, 2020: The protest and counter-protest occurs in Douglas County.

August 9, 2020: Lisa Foley emails Director Dodson stating that she would "love to have AG Ford speak to our board" and listing four other agenda items.

August 14, 2020: State Council on Libraries and Literacy meeting. The agenda included: (For possible action) Discussion and possible action to respond to the Douglas Sheriff's Office's *Letter to the Library Board from Sheriff Coverly*, issued on July 27, 2020 and the *Douglas County Sheriff's Office and Library Joint Statement*, issued on July 28, 2020. Per the minutes, Lisa Foley speaks on behalf of the Library Board of Trustees. Director Dodson does not appear to have spoken at the meeting but she did attend.

August 25, 2020: Board of Trustees have August meeting and vote to initiate investigation. Attorney General Ford speaks at the meeting.

August 25, 2020: Lisa Foley resigns from the Board of Trustees.

B. Findings

1. Did the posting of the Diversity Statement on Social Media violate policy?

No. The Diversity Statement reiterates the requirements of Nevada law and the Library's Bill of Rights. While it includes #BlackLivesMatters, that terminology is not political activity under the Hatch Act. Douglas County's Social Media policy provides that Directors are responsible for the social media for their Departments, and, historically, the Board of Trustees has not approved

social media posts. Moreover, the American Library Association, Urban Libraries Council, and the Public Library Association were encouraging librarians to post diversity statements, and many libraries did so. According to their meeting minutes, other libraries governed by the same statutory scheme as DCPL posted diversity statements similar to the DCPL post and then informed their Board after the statement was posted.

Nevada law requires that all persons are entitled to the full and equal enjoyment of the services of the Library “without discrimination or segregation on the ground of race, color, religion, national origin, disability, sexual orientation, sex, gender identity or expression.” NRS 651.070. Similarly, the Library Bill of Rights provides that “a person’s right to use a library should not be denied or abridged because of origin, age, background, or views.” The Nevada Public Library Trustee Training states that “there is little need to repeat in board policy those statutes that already have the force of state or federal law...”

In late May or early June, the leading professional library organizations, including the ALA, ULC, and PLA were all calling librarians to action to promote diversity within their libraries, including supporting Black Lives Matter. As of June 1st, according to infodock.com, over 100 libraries had posted statements in support of diversity. In early June, Washoe County Library System’s Director wrote and posted his own diversity statement, including stating his support for Black Lives Matter. Washoe County Library System and Las Vegas-Clark County Library District also signed onto the ULC statement. These statements were prevalent and promoted within the library industry.

During this time, Director Dodson researched and wrote a Diversity Statement for the Library. She then had a few Library staff members review and make suggestions to the Statement. The Statement reiterated that “everyone is welcome at the Douglas County Public Library.” #BlackLivesMatter was not a part of any of the policies or statutes governing the Library, however, per the U.S. Special Counsel, BLM terminology is not inherently political and that BLMGN is not a political group. As a result, an employee is not prohibited by the Hatch Act from expressing support for BLM.

Historically, the Library Director has posted on social media without approval by the Board. In fact, the Douglas County Social Media policy provides that Directors, or their designees, are responsible for the content of social media for their department. Further, other Nevada libraries under the same statutory governance, posted similar statements (including #BLM) and then reported to their Board that they had done so. Thus, the publishing of the statement on social media is not a violation of a policy, as it is reiterating the law and policy already in existence.

In addition, after the post was published, legal counsel advised Director Dodson that she should remove the post and have the Board review the statement before re-posting it. Director Dodson disagreed but “in order to maintain harmony,” removed the post as she was advised. Further, at the time she reported removing the post to the Board, Director Dodson stated in her email that “it is not our practice for the Library Board to approve public communication.” Director

Dodson further stated that she would place the statement on the next meeting agenda as recommended by legal counsel.

There was very little public comment to the social media post.

2. Was it proper to post the Diversity Statement on the Board agenda?

Yes. Open Meeting Law requires that any Board action be taken at a public meeting. The law further requires an agenda with a clear and complete statement of the topics scheduled to be considered. Director Dodson indicated in her email regarding the removal of the social media post that she would place the statement on the agenda unless the Board wanted to handle it differently. Director Dodson discussed the agenda with the Chair of the Board. As the Chair did not know what other Board members felt about the diversity statement (though she felt portions of it may be divisive), and because they could not deliberate without placing it on the agenda, the Chair properly requested that the Diversity Statement be placed on the agenda.

3. Sheriff's Letter, Media, and Other Issues

The public response came after the posting of the agenda. This is the Open Meeting Law process at work. The response increased once the Sheriff posted his letter in response to the agenda item. It is clear that many in the community felt that the Board had already approved the Diversity Statement. Rather, it was an agenda item up for discussion, revision, and possible approval. Director Dodson did report to the Board that she was communicating to the press that this was a draft that was going to be a topic of discussion and that the appearance of the Diversity Statement on the agenda did not indicate or imply approval or adoption of the statement.

Director Dodson was the one to reach out to the Sheriff in order to try to correct any misunderstanding, and this resulted in the joint statement that attempted to smooth over the issues.

Once the Sheriff's letter posted, the media began contacting the Library as well as Board members. There is no indication that any Library staff contacted media first. Director Dodson was advised to stop speaking with the media. Director Dodson wrote to the Board that she would heed this advice and Chair Garrahan agreed that she should follow this advice. However, thereafter Director Dodson did speak to the media again but did not inform her Board of her intent to do so. Director Dodson should have advised her Board if she was going to begin speaking with media again. The Board could have then chosen whether or not to take action. This highlights the on-going issues relating to communication from the Director to the Board.

C. Conclusions and Observations

As set forth above, this investigation did not find a violation of a policy. However, the investigation did reveal that several Board members do not feel informed regarding the Library. This appears to have led to a feeling of distrust of the Director by some Board members.

As stated in the Nevada Public Library Trustee Training, “although the director is responsible for the management of the library, the board retains ultimate responsibility for everything that happens in the library. Therefore, board members should expect a continuous flow of information from the director to help them in their monitoring and evaluating roles.” Some members of the Board do not appear to feel that they are receiving the information necessary to adequately perform their role as a Trustee.

We would recommend that the Board set forth specific expectations with respect to the level of communication it receives from the Director on all matters pertaining to the Library. For example, in order for the Board to feel more informed on all matters (regarding both operations of the Library as well as any issues that are prevalent within the industry so they may be discussed), the Board could require that the Director hold pre-meetings with a non-quorum of the Board in advance of public meetings so the Board is adequately informed and able to make decisions. Another option is to require weekly written reports regarding all Library operations as well as any issues prevalent in the industry. Further, the Board should set deadlines for projects and actively communicate the Board’s expectations regarding those projects to Director Dodson. Active management and constant communication should allow the Library to move forward and work productively.

MMR:

cc: Wendy Lang