



2022-23 Budget Message

Dear Budget Committee and district residents,

Your packet includes the Jefferson County Library District's (JCLD) budget for the 2022-23 fiscal year. The JCLD was formed as a special district in 1990 and serves Jefferson County except for a portion of Crooked River Ranch that chose to remain outside the taxing district and includes part of the southeast corner of Wasco County. According to the 2020 U.S. Census, the Jefferson County population is 24,048. Jefferson is the 25th largest county by population (36 total) in Oregon and is ranked 19th by size (1780 square miles). It is the most diverse county in the state. 509J school district demographics are 34% Hispanic/Latino, 33% American Indian or Alaska Native, 29.2% White, 0.7% Black, 0.6% Asian or Asian/Pacific Islander, and 0.4% Native Hawaiian or other Pacific Islander.

In 2021-22 the library received approximately \$240,000 in grant funds: \$92,000 from the Oregon Community Foundation and \$145,000 from the American Relief Plan Act administered through the State Library of Oregon. We have used the funds for cultural programs, purchased a new library car (\$34,000) and a bookmobile (\$75,000), and added hotspots for lending. The library continues to create programs targeted at adults, teens, children, and the Spanish-speaking populations.

Two key findings from the data collected through our strategic planning process are:

1. The need for free community meeting spaces: To prepare for a library addition, the Rodriguez Annex was razed, the blue duplex north of the main library was converted from rental property to office space, and the library property across the street was converted from rental property to storage, and the rental property on 8th street was razed at the same time as the Annex. We currently have one rental property remaining and have assumed operating expenses for the two remaining properties on 7th Street.
2. The need to provide information and instruction about the online resources available through the library. Over the last two years, we've added genealogy resources, employment resources, resources for veterans, and Curiosity Stream, a streaming platform for documentaries.

JCLD Mission and Vision

Mission – To strengthen our community through opportunities to educate, engage, and explore.

Vision – The Library is a trusted community resource and an essential platform for learning, creativity, and innovation by providing a conduit between information and knowledge.

Board's Results Policy

Residents of Jefferson County Library District freely and openly access ideas and information to lead lives enriched by literature, cultural resources, and life-long learning consistent with the wise application of the funds and resources of the District.

Goal 1 – The lives of residents are enhanced and enriched through literary and cultural programs and resources

Goal 2 – All residents have free access to library services and can find materials specific to their needs

Goal 3 – Residents and staff have access to efficient, safe, and comfortable library facilities.

Goal 4 – Residents and staff have access to current technology.

Goal 5 – Residents understand the library's types and scope of services.

2022-23 Budget Priorities

The 2022-23 budget represents the priorities set by the Board. The district is in the final stages of completing a strategic plan.. The Board’s Results Policy drives our programs and activities, and I’ve included the 2020-21 Results Monitoring Report for your reference. It provides successes, challenges, and opportunities.

After a careful review of the 2020-21 results monitoring report, the Board has identified (1) increasing outreach, including services to seniors, (2) programming for teens, and (3) advertising and publicity as the areas of focus for 2022-23. The Board acknowledges that retaining excellent staff is a cornerstone of providing exciting and relevant services.

Challenges and Opportunities

- Maintaining quality services in a large service district.
- Uncertainty of operating expense increases
- Offering competitive salaries
- Establishing and maintaining work-life balance for all employees

The 2022-23 budget represents the best estimate of future revenue and expenses developed by the administrative staff in coordination with the library’s accountant.

Sincerely,



Jane Ellen Innes
Library Director



General Fund Overview

2021-22 Highlights

Library Programs and Services

In the last three years, the Jefferson County Library District has evolved from a library focused on lending materials into a safe and welcoming library that provides materials to loan and programming. Highlights include

- Increasing Spanish programs, including Latino book clubs (2-3 simultaneous groups throughout the year) and at least four cultural programs each year.
- Creating the *I am a Story community storytelling project*, with programs scheduled for July and August 2022, plus an ongoing storytelling project to collect personal stories from our Jefferson County Community (Grant funded)
- Continuing the *Winter E3 talk series* (Jan-Mar), weekly crafting, weekly cribbage, I am a Story
- Creating a robust summer reading program for children and adults
- Participating April – September in the Downtown Association’s First Thursday
- Participating weekly at the Saturday market in Sahalee Park
- Adding a variety of online programs – Librarians on the Loose, Librarians with Taste, online book club (adults), Ace the Librarians
- Adding notary and free fax services
- Including storytime twice each week, one English and one English-Spanish
- Providing our traveling storyteller throughout the district, supported by Ready-to-Read funds from the State Library of Oregon
- Adding quarterly teen-focused programs, including hosting a weekly Dungeons and Dragons group, a cosplay event, summer Bookends 1-week summer drama camp. Lunch craft at JCMS throughout the school year.
- Entering into a collaborative partnership with the school district to provide easy access to the library’s online resources.
- Purchasing a bookmobile will be delivered at the end of May (might be here already) to provide outreach services to Camp Sherman Ashwood/Big Muddy, Madras, Warm Springs, Culver, and Crooked River Ranch.
- (I’d like to make the library a passport application location)

Facilities

- The Annex and adjoining rental property have been removed to make way for expansion. The duplex to the north of the main library has been renovated into offices and workspaces, leaving more room in the main library for public use, and the property across the street has been repurposed for storage.
- The genealogy building was sold in April.
- The main library has been completely updated since 2019, and in 2021-22, the outside was painted. Updating the landscape is in process, and the roof will be replaced this summer.
- The Board’s goal for this calendar year is to complete a 5-year strategic plan, hire an architect for the library expansion project, and begin investigating fundraising options. The results of the strategic plan survey and focus groups will be presented to the Board at its June 2022 meeting.

2022-23 – the Year Ahead

The Library Team's Goals for 2022-23

We are committed to providing programming to all residents of our district and maintaining a collection that aligns with our collection development policies. Goals for this year include:

- Increasing outreach throughout the district with a regular bookmobile schedule
- Increasing teen programming
- Incorporate the genealogy collection into the Oregon collection and reserve (in-house) use only
- Discovering new/innovative ways to tell the district about our programs and services
- Increase programming for seniors (adding programming at the community center and advertising adult programs more heavily to the senior community)
- Adding technology classes at the library and providing more 1:1 technology support (“book a tech)
- Adding evening hours
- Maintaining Spanish programming
- Securing grant funds
- Adding pickup locker in Culver (grant-funded)

Challenges

- Inflation. Eight percent inflation affects everything - utilities, gas, salaries.
- Difficulty in filling open positions. Currently, 11.5 million job openings in the United States and 5 million job seekers, which translates to almost two jobs for every unemployed person. For the library, this translates into extreme difficulty in hiring a part-time bilingual clerk and a part-time bilingual storyteller at \$14.00/hour with no benefits.
- The capacity of Existing Staff. The library employs four full-time employees, three three-quarter time employees, three half-time employees (one unfilled), and five employees working 10 hours/week or less (Saturday and shelvers and one grant-funded unfilled traveling storyteller). These employees keep the library open for business 35 hours/week. Purchasing and programming have been absorbed by one person in each department (children’s Spanish, teens, adults).
- Guarding against employee burnout. Self-explanatory.

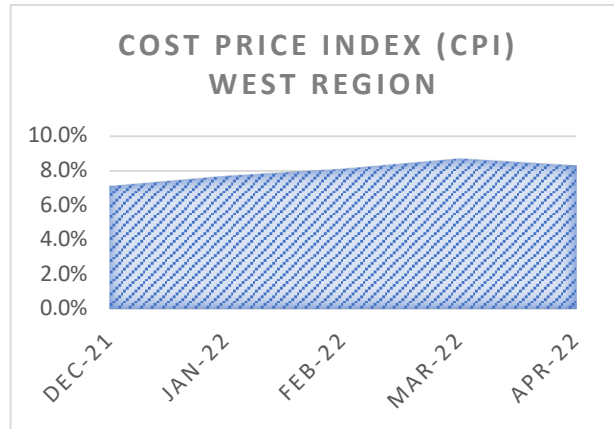
2022-23 Preliminary Plan

- Adjusting adult programming
 - Rotating (quarterly) tech classes led by staff eliminates staff time required for one-off scheduling programs.
 - Rotating classes on how to use databases, genealogy research, evaluating information
 - Create companion video tutorials available on Niche Academy
- Incorporating Chinese cultural programming (a result of team member participation in regional OLA EDI roundtable)
- Creating separate kiosk/computer stations for job seekers and genealogy research
- Continuing with the E3 winter talk series
- Focusing on collection development of adult materials and reorganizing the adult collection
- Increasing awareness of Spanish collection
- Collaborating with local organizations (e.g., community center, public health department)
- Using Niche Academy to add easy access to online programming created by the JCLD team or other libraries
- Applying for grants until we secure a pickup locker for Culver (pilot project)
- Ensuring employees are using vacation and comp time and limit working hours to schedule
 - Add two holidays – the day after Thanksgiving and floating (approved by board 5/2022)
 - Maintain professional development fund and tuition reimbursement fund
 - Allow flexible scheduling for staff, where possible

- Focus on results instead of seat time

Budget Assumptions

1. Zero-based budgeting model
2. No grant revenue – outstanding grant applications = \$200,000 other than the annual Ready-to-Read grant
3. 3% increase in property tax revenue
4. Review of YTD actual expenses
5. Carrying over a portion of the ARPA grant (funds spent by December 31, 2022)
6. Investing in the people who are invested in the library – 8% increase in salaries



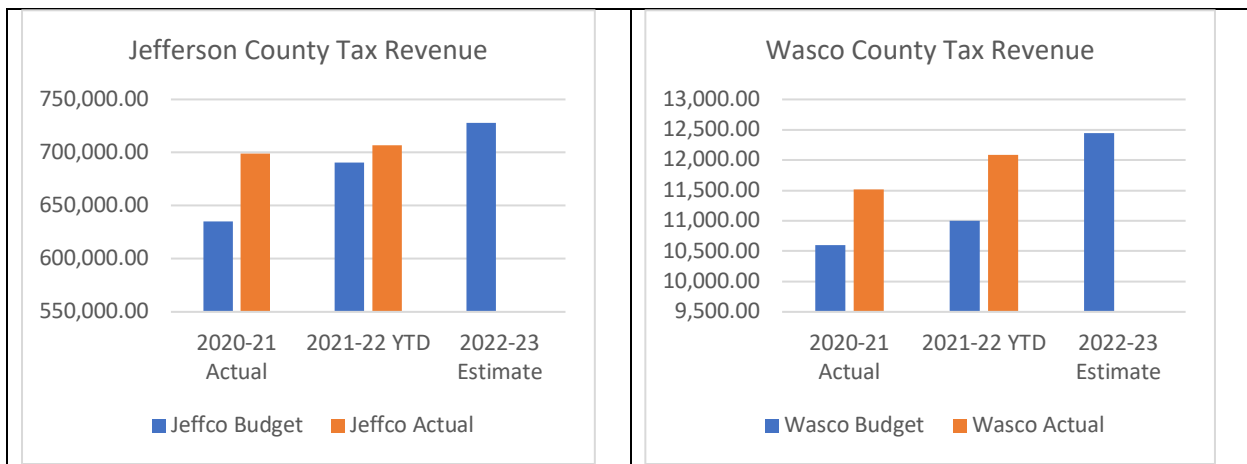
Revenue

Property Taxes

Responsible management of taxpayer resources is necessary to create accountability in our residents. The main revenue streams for the library are Jefferson County and Wasco County property taxes, which permanent rate of \$.0439 per \$1000 of assessed value. In April 2022, Jefferson County home prices were up 9.6% compared to last year, selling for a median price of \$360K. The Jefferson County Assessor’s “best guess” for 2022-23 property tax collection is \$761,021.00.

In prior years tax revenue calculations have been based on reducing the assessor’s “best guess” by 6%. The assessor’s estimate is based on revenue collected and does not include growth. To calculate 2022-23 revenues, the budget uses the current fiscal year tax revenue received and increases it by 3%, which is \$33,910 below the assessor’s estimate.

[Fun fact - The median sale price of homes in Jefferson County is \$359,892, increasing 9.6% year-over-year.]



Grants

The team has pending grant applications for \$200,000 and annually receives a Ready-to-Read grant from the State Library of Oregon. In 2021-22 the library was awarded approximately \$240,000 in grants.

Other

The library receives additional income from interest, fees, collectibles, donations, and library cards.

Expenses

Budgeting for the 2022-23 fiscal year has been challenging. Inflation currently sits around 8%. The property tax income is budgeted at 3%. The 2022-23 budget includes

1. 8 % increase in operating costs
2. 10% reduction in the materials budget
3. Increase expense for the bookmobile and library vehicle: 467% increase in auto maintenance: from \$900 to \$6000 (gas, tire rotation, oil changes for two cars)
4. 9% decrease in the materials budget
5. 25% decrease in the program budget
6. 9.7% increase in business expenses
7. Increased collaboration with outside groups for programming

Included is the 2022-23 budget by categories. If you'd like an electronic copy of the detailed budget, please email Laura Jones (laura@jclcd.org) and she will email a copy to you.