

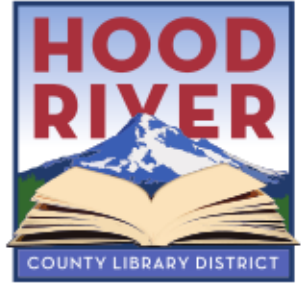
Budget Committee Meeting Agenda

Wednesday, May 11, 2021, 6:00pm

Zoom meeting ID# 810 9376 9809

(253) 215-8782

Budget officer: Rachael Fox



- | | |
|----------------------------------------------------------|-------|
| I. Nomination and election of Chair | |
| II. Additions/deletions from the agenda (ACTION) | Chair |
| III. Conflicts or potential conflicts of interest | Chair |
| IV. Budget message | Fox |
| V. Presentation of proposed budget | Fox |
| i. General Fund | |
| ii. Capital Equipment Reserve Fund | |
| iii. Grants Fund | |
| VI. Public comment | Chair |
| VII. Budget Committee questions and deliberations | Chair |
| VIII. Approval of budget (ACTION) | Chair |
| IX. Recess or adjournment | Chair |

2021-22 Budget Message

May 11, 2021

Prepared by Budget Officer Rachael Fox



Thank you all for agreeing to serve once again on the Library District Budget Committee. Our Budget Committee is composed of the Library District Board of Directors plus five additional individuals. We have one unfilled seat on the committee. The members are Jen Bayer, Karen Bureker, Brian Hackett, Monica Zorza, Megan Janik, Sara Marsden, Lani Roberts, Angela Schock, and Jean Sheppard.

Our current fiscal year is composed of three funds:

- **General Fund:** This fund is where most of the activity happens. It includes most of the District's major income (namely, tax revenue) and expenses.
- **Capital Equipment Reserve Fund:** This fund is used for major capital improvements or purchases of physical items that last beyond a few years. These could include significant building repairs, renovations, furniture, shelving, or large equipment. Examples of purchases out of this fund are replacement of our HVAC system.
- **Grants Fund:** This fund is used for special-purpose grants, such as those given to us by foundations, as well as donations from our two affiliate nonprofit support groups: the Friends of the Hood River County Library and the Hood River County Library Foundation. Expenditures from this fund are for purposes outlined in the grants or donations. Typically, this fund is estimated high to take advantage of potential grant opportunities.

Each fund is divided into at least two sections: resources (i.e. income) and requirements (i.e. expenditures). Those are then divided into individual line items, such as fees or taxes (for income) or office supplies or building maintenance (for expenditures).

The attached budget sheets are made on forms provided by the State of Oregon and are submitted once they are approved. The budget process is as follows:

1. The budget is prepared by District staff.
2. It is presented to the Budget Committee by the Budget Officer (me).
3. You recommend changes to the Budget and pass a resolution formally recommending the Budget to the Board of Directors.
4. The Board of Directors makes changes to the budget and then formally approves it in June.
5. The final adopted budget is submitted to the appropriate authorities.

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Hood River - OR 97031

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We have one Budget Committee meeting scheduled for Tuesday, May 11, 2021, 6:00-8:00pm. If needed, we can recess the meeting and continue it on Tuesday, May 18, 2021, 6:00-7:00pm. Due to COVID-19, the meeting will be held electronically through Zoom (meeting ID#810 9376 9809). The phone number to call into the meeting is (253) 215-8782.

For your assistance, following the budget message, I go through the budget line-by-line below, noting rationales for the numbers as well as the reason for any changes. In addition to the budget and these notes, I have included several attachments to help you evaluate the proposed budget:

- *Attachment I:* The District's Strategic Goals for 2016-21
- *Attachment II:* Current and proposed salary schedules
- *Attachment III:* 2021-22 proposed personnel costs
- *Attachment IV:* HR Answers Salary Analysis
- *Attachment V:* Historical utility use
- *Attachment VI:* Our most recent financial statements, March 2021
- *Attachment VII:* A recommended motion to approve the budget
- *Attachment VIII:* Financial Management Policy

Please let me know if you have any questions or would like additional information to help with your deliberations. I can be contacted at rachael@hoodriverlibrary.org or 541-387-7062.

Budget message

The 2021-22 fiscal year is Hood River County Library District's eleventh operational year. The District has come a long way since it first reopened in July 2011. It features a wide range of services including free public Internet, programs for all ages, a vibrant collection, an actively-used meeting room, and much more. While many of these services are currently unavailable due to COVID-19, we will continue to strive to find innovative ways to offer library services to our community until this pandemic ends and we can fully restore our services.

Looking toward to the future, we need to prepare for the months and years ahead. We now have additional tax revenue. The Urban Renewal Columbia-Cascade District had it's final year in FY 2019-20. It has been in effect for 30 years. We now receive an estimated \$42,000 more dollars in revenue, in addition to our regular tax revenue we receive each year.

Compared to similarly-sized libraries, our District is among the top performers for programs, attendance at programs, additions and expenditures on the collection, and efficient use of limited funds. This budget helps ensure that we continue and add to our success of recent years.

Strategic goals

Our budget should reflect our strategic goals. The Board hired library consultant Penny Hummel to craft the District's 2016-21 strategic plan (see the draft as Attachment I). Here are the five main areas of focus and how the budget addresses them.

1. *Create a stable and permanent presence in Odell.*

The District has focused on Odell since the libraries reopened. The community is the only significantly-populated area of the county without a physical library branch. Like the rest of the valley, it is predominantly LatinX, a group historically underserved by the library pre-closure. The District has reached out to Odell. We have created a strong foundation to build upon.

Our Bilingual Outreach Librarian Yeli Boots has worked hard to make connections in the community and build strong partnerships. I have heard feedback from many people in the community who are pleased with Boots' work with the LatinX community in Hood River County and particularly Odell.

Before the pandemic Boots worked with the Mid-Valley Elementary school and School District staff to offer a reading buddy program at the monthly parent meetings at Mid-Valley. She also offered a storytime monthly to all the preschool and kindergarten classes at Mid-Valley. Boots has also partnered with organizations to offer GED classes in Odell.

Due to the pandemic, we had to be creative in the ways we reached out to our patrons in the community. We utilized our partnerships that we have spent years building. Boots worked with the school district in several ways. There was a partnership with Mid-Valley Elementary school to provide free books to children throughout the school year. This year Dia de los Niños (Children's Day) was celebrated through a drive-through event at Mid-Valley Elementary. Library staff distributed 300 bags with free books and other items from various organizations. Boots organized the event and partnered with several organizations. Boots also worked with the High School and other community organizations to distribute free books and care kits.

This summer Boots will offer a table at the Mercado (Farmer's Market) in Odell June through September where she will promote library services, offer a summer reading program and distribute free books. In the past, our presence at the Mercado was widely successfully. Due to the pandemic, the Meracado will not offer the performances we funded in the past in order to limit crowd size.

For the sixth year in a row, we had planned to use a grant from the Oregon State Library to provide weekly bus service, June through August, and monthly bus service September through May between Odell and the Hood River Library. In Hood River, library staff had provided early literacy programming, free books, snacks, and more. The bus had been well-received, the program reached 406 participants for the year of 2019. The grant had also allowed us to hire two Youth Outreach Assistants to aid with this program. Due to the ongoing pandemic, library staff will use the grant money to provide activity kits and free books to youth in the Odell community during the summer months.

Library staff are excited to start planning for our new bookmobile. In partnership with the Library Foundation and Friends of the Library we have raised the entire amount \$175,000 needed to purchase a new bookmobile! Thanks to the work of Assistant

Director Arwen Ungar we were also awarded a grant for \$75,000 to fund the first year of operation for the bookmobile and any additional expenses not covered by our donations. I am currently working on the procurement process. Then it will take 9-10 months to build and deliver the bookmobile. I estimate we will start services next spring. I have formed a staff committee to oversee the design of the bookmobile and plan for library services. We will seek community input and work with community organizations to identify the best locations in Odell to visit.

2. *Expand services to tweens and teens.*

Teens were one of our target populations in our original strategic goals. We have active teen volunteers in the Teen Speak advisory group. Pre-pandemic our Teen Services Librarian Rachel Timmons provided innovative and creative programming: crafts, SAT aide, trivia events, movies nights and a robust teen summer reading program. This year we had to be creative in the ways we serve teens. Timmons moved our teen programs to a virtual platform called Discord. She also created Take and Make kits for teens to pick up at the library throughout the year. Timmons offers many fun, engaging and innovative virtual programs to teens. We look forward to holding small in-person programs in the near future. Our budget will allocate a fair portion to the program budget to funds for teen programs.

Timmons has weeded the teen collection and orders materials she feels are of interest and relevant to the teens in our community. She will continue to build her relationship with the local high school and after restrictions are lifted she will attend other events in the community to expand outreach. She now recruits and manages teen volunteers and teen interns at the library.

3. *Expand outreach activities to continue to grow the library's active users.*

Outreach already is a large part of what the District does. Staff are currently active in many different organizations in the community. Children's and teen staff were present at area schools even during the pandemic. Assistant Director Arwen Ungar has resumed her monthly visits to Down Manor senior living facility and Dethman House Assisted Living. She looks forward to returning to the other facilities for monthly visits when she is invited back. Staff plan to continue these efforts after the pandemic and have the programming budget and off-desk time to support them.

In the past, staff have connected with diverse audiences by collaborating on the annual Unity picnic and Dia de los Niños. Before the pandemic, Ungar connected with the tech community through the Gorge Tech Alliance to create partnerships to get more involved with STEM programming in the county and recruit volunteers to teach classes in our new Makerspace.

Before the pandemic children's staff provided outreach, story time and free books to vulnerable populations in our community. While some of these activities have been on hold due to the pandemic, I anticipate we will pick up where we left off when restrictions are relaxed.

Library staff have given away thousands of books to children in our community during the pandemic. This was possible through partnerships with the school district, Next Door, and the FISH food bank, and by donations from the Library Foundation and Friends of the Library.

4. *Increase library awareness throughout the county.*

Marketing has been a large effort of the District since reopening. Once reopened, staff greatly increased the amount they communicate with local media and individuals. Events were covered regularly in the *Columbia Gorge Press* formally known as the *Hood River News* and are mentioned on radio stations. Flyers are put up all around the community. We have digital signage in the Hood River building and a new outdoor reader board on the outside of the building. The District uses social media on several platforms to get out the word. We have been successful in using a new vendor for our eNewsletter and have seen an increase in people opening the email and viewing events. The eNewsletter is created by the Assistant Director and she has done a great job of listing all our programs, highlighting services and gathering information from the Friends and Foundation to include in the newsletter. We plan to start offering our eNewsletter in Spanish, too. We have relied on our newsletter to help advertise our many services and changes during the pandemic.

We now have a handout we give to all new library patrons and pass out in the community, which highlights our services.

Our Operations Assistant Mo Burford assists with marketing. He has provided high quality flyers for programs. He also creates images for the website, social media and electronic signage to help increase awareness. Last year he expanded his efforts to help increase use of our electronic resources by creating bookmarks, flyers and digital advertising to promote the services. He also posted regularly on social media to promote regular library services.

Staff also see our outreach activities as important ways of promoting the libraries. We have tablecloths which contain our logos, which travel with staff to outreach activities. Fortunately, the Friends and Foundation groups are quite strong, and they help the District get out the word.

We have also expanded and refocused our marketing efforts during our closure. We post daily on Facebook and Instagram highlighting our electronic resources, virtual programs, new features of our redesigned website and our rapidly changing library services. Library staff worked hard to quickly update our website at the start of the pandemic since our website is the new face of our library during the pandemic.

5. *Continue to develop the library as a cultural and educational hub for people of all ages and backgrounds.*

This goal ties closely with the other four strategic goals. All of the District's activities

help with these goals, particularly our healthy programs budget and numerous outreach activities. Before the pandemic, staff were already delivering cultural programming, including celebrations of Native American and Black History months, Unity Picnic, and yearly programs in Odell. Partnerships will continue to be a critical source of our programming as well.

At the end of fiscal year 2017-18, we launched our Makerspace program. It has been an exciting way to expand on our educational programming for all ages. It's innovative and tied into the STEAM programming already happening in the gorge, including our school district. Staff collaborated with other organizations providing these services to gather ideas and share resources to best serve our communities.

Our library team is excited for our Library of Things collection. It has expanded our services to patrons by offering physical items for patrons to explore and provide opportunities for families to try things who might not have the economic means to do otherwise. We expanded the collection this fiscal year to include tools and games. The games have been popular during the pandemic.

Finally, there has been a careful balance of services and open hours since the District reopened. The Board committed early on that the District should not sacrifice the quality of services for additional open hours. As such, staff have time and budget to do the tasks necessary to keep the libraries vibrant: buy new materials, reach out to the community, run programs, do the back end work to keep things running smoothly, and more. The proposed budget continues in this vein, while also striving for staff to be efficient with their time and resourceful with their budgets.

Overall, the proposed 2021-22 budget moves the District in a positive direction to fulfill the strategic goals. It gives staff the resources they need to carry out the plan.

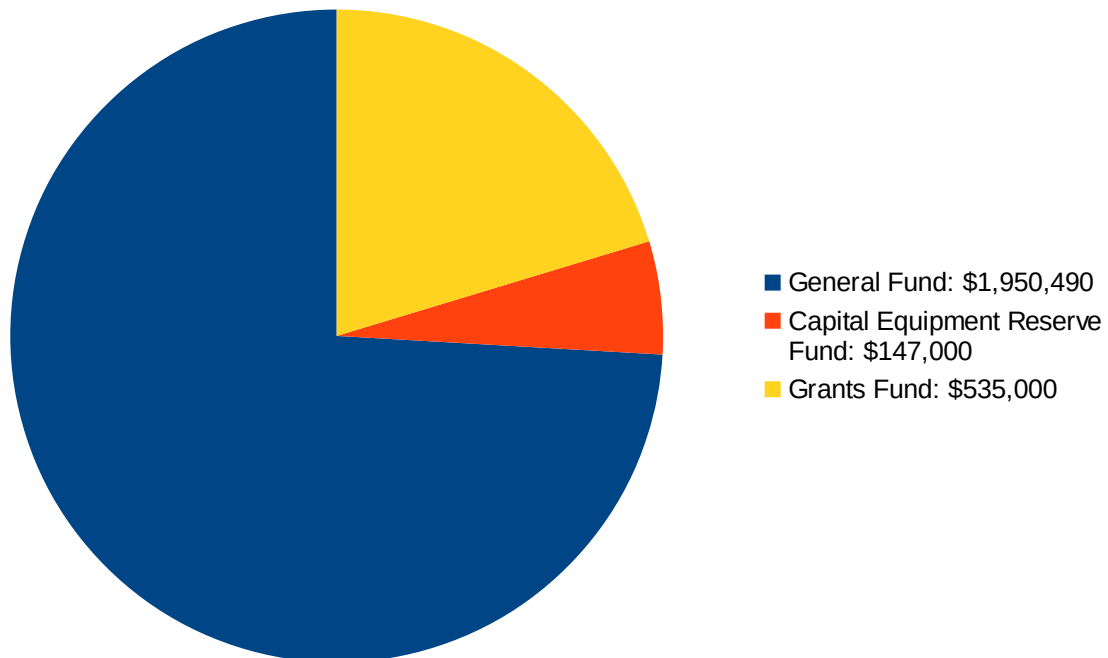
Hood River County Library District Budget for FY 2021-22

In April 2021, the District had a salary compensation analysis completed by HR Answers in Portland, Oregon. The company surveyed all our job descriptions. They found we were below average in nearly all of our positions.

As requested by the District Board at their April 20, 2021 meeting, I will present two options for the budget this year and a third option for comparison only.

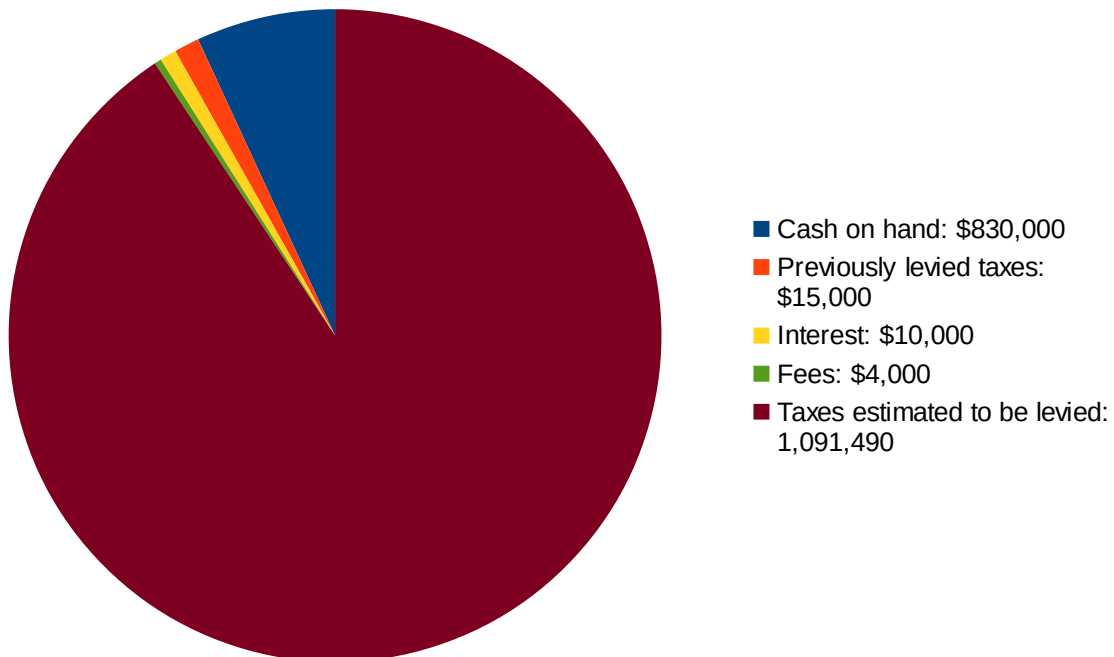
- Option one: Salary increase of 3% and the potential for a 2% merit-based step increase.
- Option two: Salary increase of 6.25% with no step increase.
- Option three: The additional personnel costs if the District were to pay staff the salaries recommended by HR Answers in the Salary Analysis.

Hood River County Library District Budget for FY 2021-22 - \$2,632,490



General Fund

Total Resources \$1,950,490



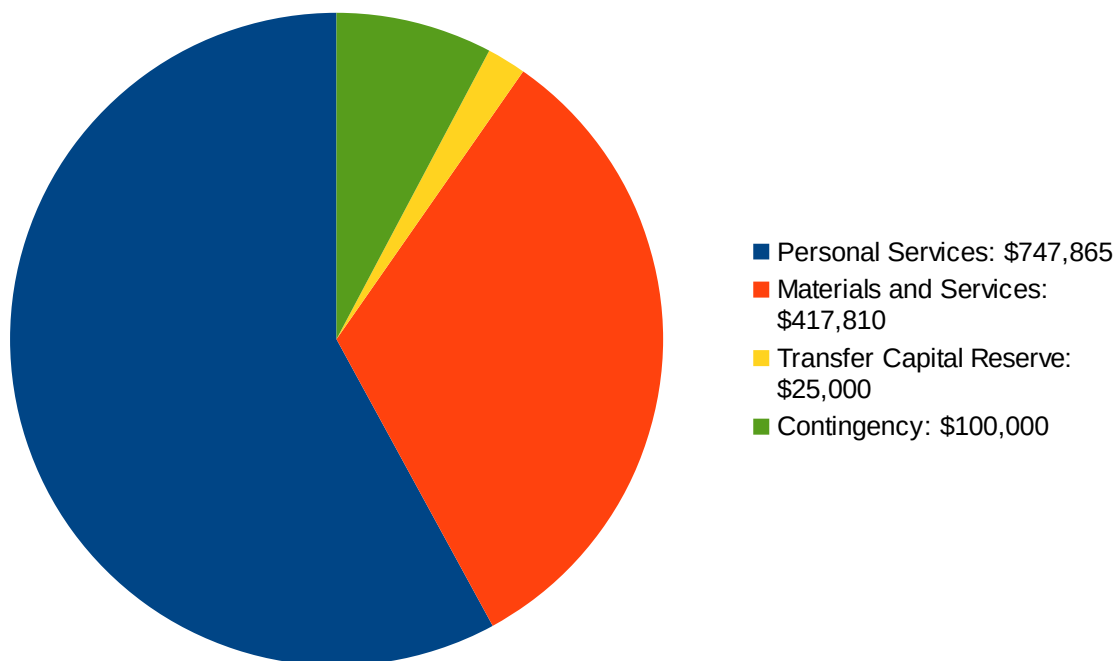
Resources

- **1 - Cash on hand:** This amount assumes monthly operating expenditures at Option 1: \$93,432 or Option 2: \$94,010 per month and unexpended contingency. Based upon current estimates for expenditures and revenue and the transfer of \$25,000 to the Capital Fund, we will carry over Option 1: \$829,301 or Option 2: \$822,372 next fiscal year. This estimate does not include the additional tax funds we usually end up receiving each year.
- **2 - Previously levied taxes:** This includes taxes that were not paid from 2011-2021.
- **3 - Interest:** Interest varies, so the District does not rely on it heavily. Public funds are restricted in terms of how they can be invested, so funds are all invested in the Local Government Investment Pool (LGIP) with Hood River County.
- **4 - Fees:** These are generated from lost item charges, copies and printouts, out-of-area library card fees, and miscellaneous other items. This year we went fine free. I have reduced the amount for this line item to reflect the change. Patrons continue to be charged for lost and damaged materials. The movement to eliminate fines is critical to our commitment to offer free and open access to our resources and services. It is bringing into focus the adverse effects of fines as a barrier to access.

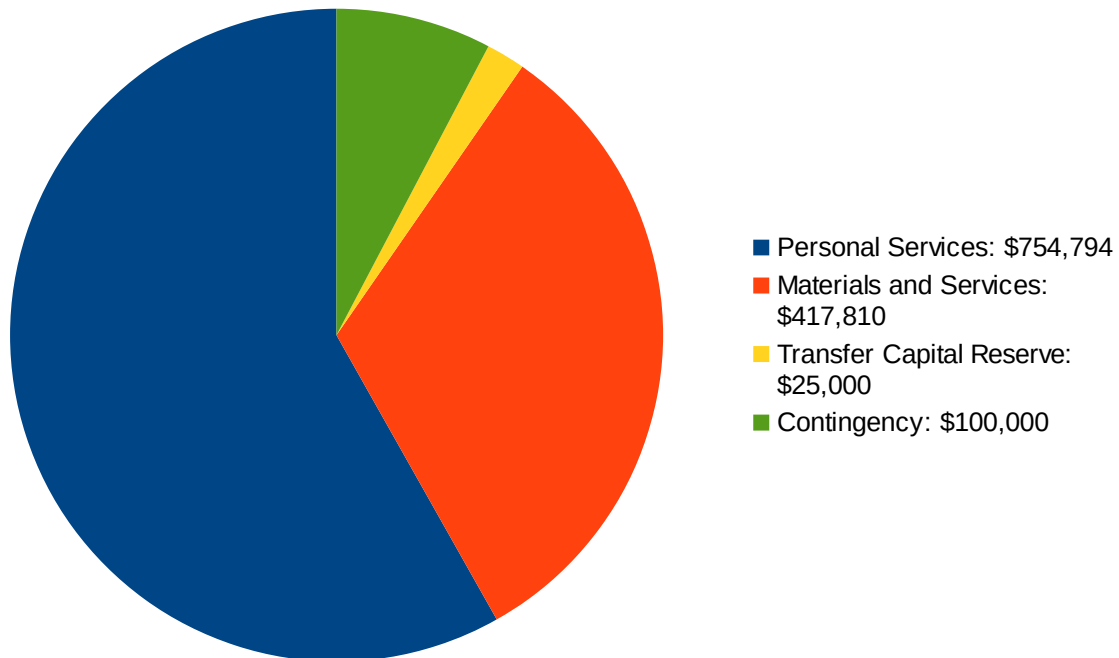
- **5 - Donations:** Donors tend to give to the Library Foundation or Friends of the Library. Any donations given specifically to the District, which are few, go into the Grants Fund. Overages at the cash register (such as someone giving \$1 for \$0.75 in copies) are given to the Friends.
- **10 - Taxes estimated to be received:** Figures based on an assessed value of countywide property at \$2,945,991,593, multiplied by the District millage rate of 0.39, and assuming 5% uncollectible taxes. The estimated amount of taxes we will receive is a 1.8% increase over this fiscal year's actual amount. Last year we received an additional \$35,000 due to a pause in two urban renewal districts in Hood River. Starting last fiscal year, we started receiving an additional tax revenue in the amount of \$42,000. The downtown Urban Renewal Cascade-Columbia District was dissolved in FY 19-20. It has been in effect for 30 years.

Total expenditures \$1,950,490

Option 1:



Option 2:



Expenditures

Personal Services

- *3-10 – Salaries:* See discussion below for changes here.
- *13 - Retirement:* Employees regularly scheduled for more than twenty hours per week participate in a 403(b) retirement plan. The District contributes 6% of the employee's salary and will match up to an additional 3% of the employee's own contributions. This figure assumes 9% contributions by the District for all eligible employees.
- *14 - FICA:* Calculated at 7.65% of payroll.
- *15 - Workers' compensation insurance:* Based on calculations from the recent workers' compensation renewal from Special Districts Insurance Services (SDIS).
- *16 - Health insurance:* The cap had remained unchanged for four out of the last five years, although, the cost of health insurance has dramatically increased. I recommend an increase to \$1,200 for the monthly cap from \$1,100 for each employee.
- *17 - Unemployment insurance:* Calculated at 1.2% of payroll, based on the rate given by the State of Oregon.
- *19 - Paid family and medical leave:* Starting January 1, 2022 employee payroll contributions will begin for the Oregon paid family medical leave. This is achieved through a payroll tax. The rate will be set by the Director of the Employment Department (not to exceed 1% of the employee's wages). Employers are required

to contribute 40% and employees will contribute 60%. Employers may pay the employee's portion as an employer-offered benefit. I budgeted for six months Option 1: \$2,629 and Option 2: \$2,600. I recommend the District covers the cost 100%.

Staffing expenses

In April 2021, the District had a salary compensation analysis completed by HR Answers in Portland, Oregon. The company surveyed all our job descriptions. They found we were below average in nearly all of our positions. The cover letter from HR Answers and the survey results are included in the budget committee packet.

As requested by the District Board at their April 20, 2021 meeting, I will present two options for the budget this year and a third option for comparison only.

- Option one: Salary increase of 3% and the potential for a 2% merit-based step increase.
- Option two: Salary increase of 6.25% with no step increase.
- Option three: The additional personnel costs if the District were to pay staff the salaries recommended by HR Answers in the Salary Analysis.

The proposed personnel costs for FY 2021-22:

- Option 1: \$747,865
- Option 2: \$754,794.

The increase in personnel expenses are explained below:

- *Minimum wage:* The District's positions were affected by the Oregon minimum wage increases starting in 2020-2021. Currently, the first step of the lowest paid classification is \$12.00/hour (See attachment II), the minimum wage for Oregon will be \$12.75 starting July 1, 2021. To ensure the District complies with the minimum wage increases, we would need to increase our wages for the entire staff by 6.25%. This allows us to retain our Clerk I classification and address wage compression. It also would place us closer to the recommended salary compensation by HR Answers.
- *Step increases:* This year, we budgeted for each staff member to have a step increase only in Option 1. While we do not plan to give all staff members a step increase, this allows the flexibility to chose a staff member to have an increase at their annual review, and the flexibility to hire a new employee at a higher step, if a position opens during the year.
- *Cost-of-living-increase for staff:* If we were to provide only a cost-of-living increase, the District would offer a 1.8% increase which is the average increase of the Western Region CPI in 2020.
- *Staff changes:* I recommend we make the following staffing changes:

- Operations Assistant
 - I recommend we move this position from thirty-two hours per week to 40 hours per week. The staff member in this position oversees volunteers, orders supplies for the district and oversees the SAGE courier. They also are Person-In-Charge of the building and assist with facility projects. This position used to be 40 hours per week and it was reduced in FY 2017-18 due to a dramatic increase in personnel expenses made before I assumed the position of Library Director. It is a great benefit to have this staff member to assist with daily operations.
- Public Service Clerk
 - I recommend we combine two part time positions into one full-time position. This used to be a full-time position but I recommended splitting this position into two part-time position because at the time it saved money for the library but it also was hard to find coverage during vacations and sick leave. We've discovered it is more challenging to retain staff members in this position. If we can help support our staff with more hours and benefits for this position, I think it would help retain high quality employees.
- *Health Insurance increases:* There is a \$27,380 increase to health insurance line item from \$108,900 to \$136,280.
 - We budget for all staff members who receive health insurance to use the entire amount the District offers. This will cover any staffing changes throughout the year. Right now we have three positions, which the District covers the staff member's family. Seven employees receive benefits for a single person or HRA VEBA benefits. This also includes \$14,440 to add benefits for a full-time position.

The current projected actual cost for staff benefits is \$101,894 for the year, which includes a projected 15% increase in health care costs for staff members who fall under the maximum cap and adding benefits for the full-time position.

We have only raised the maximum cap once in the past five years. I recommend we increase the cap from \$1,100 per month to \$1,200 per month to support our staff.

Salary compensation analysis

HR Answers obtained data from several published salary surveys. They determined position matches based on the job descriptions provided and their understanding of the recruitment area and industry. After collecting the salary data, they aged it forward to April 2021. Each year they determine the appropriate aging factor based on the most recent major forecasts of salary structure movement. Based upon these forecasts, they are using an annual factor of 2.9% to age data forward to 2021. They also adjusted the data as necessary, so that it matches the labor market pay level for Hood River, Oregon. They use a service of the Economic Research Institute to do this, which is the nation's leading resource for geographic adjustments.

They also determined a weighted average salary by multiplying the average salary from each survey source by the number of employees reported for the position, summing the totals, and dividing by the total number of employees for all the survey sources. The weighted average represents the market rate and includes short and long term employees, as well as various performance levels. HR Answers recommends that if it is our objective to provide compensation to our staff that reflects market conditions, then our salary range midpoints should approximate the weighted average in the market. Please read their cover letter for more information.

There are a few things to note on the salary survey.

- The Shelver and Public Service Clerk positions should not be near equal in pay. Our Shelver does not have contact with the public and mainly only shelves materials, and checks items in. It is an entry level position.
- The Operations Assistant position should be in the same classification as the Children's Services Assistant. There was no specific equivalent offered in the salary analysis with the same duties and responsibilities as our Operations Assistant.
- Our Collection Development Specialist and Cataloging Specialist positions duties are more equivalent to the librarian classification than the assistant classification. We have not moved the positions up to Librarian I due to our small size library. I will conduct more research over the next year to see if other small library systems staff librarians for this position.

	Position	Salary Survey mid-point	Current mid-point FY 20-21	Percentage below
Clerk I	Shelver	\$34,441	\$26,478	
Clerk II	Public Service Clerk	\$35,207	\$30,493	13.00%
Library Assistant I	Children's Services Assistant	\$40,219	\$36,608	9.00%
Library Assistant I	Operations Assistant	\$45,763	\$36,608	9% adjusted
Library Assistant II	Cataloging Specialist	\$45,654	\$42,078	8.00%
Library Assistant II	Collection Development Specialist	\$47,978	\$42,078	12.00%
Librarian I	Children's Services & Teen Services Librarian	\$56,333	\$50,502	10.00%
Librarian I	Outreach Specialist	\$57,135	\$50,502	12.00%
Librarian II	Assistant Director	\$70,824	\$61,464	13.00%
Librarian II	Library Director	\$99,099	\$81,931	17.00%

I think it is crucial for the District to consider the importance in the long run that we offer similar salaries to organizations in our area and the library profession. This will make sure employees are fairly compensated for their jobs and will result in a higher employee retention rate. It is also important to pay a liveable wage to our staff and to address wage compression associated with the minimum wage increases in Oregon.

Please note: The majority of staff members work less than 40 hours per week and their salaries are prorated.

Option 1:

The first option would allow for a 3% salary increase and a merit based step increase during staff member's annual evaluation. Please see chart below for details.

The Clerk I position would need to have step 1 & 2 eliminated in the salary schedule because they will not meet the new minimum wage requirements.

Position	Salary Survey mid-point	Mid-point 3% increase	Percentage below
Shelver	\$34,441	\$27,290	3.2% adjusted
Public Service Clerk	\$35,207	\$31,387	11.00%
Children's Services Assistant	\$40,219	\$37,710	6.00%
Operations Assistant	\$45,763	\$37,710	6% adjusted
Cataloging Specialist	\$45,654	\$43,326	5.00%
Collection Development Specialist	\$47,978	\$43,326	10.00%
Children's Services & Teen Services Librarian	\$56,333	\$52,000	7.00%
Outreach Specialist	\$57,135	\$52,000	9.00%
Assistant Director	\$70,824	\$63,315	11.00%
Library Director	\$99,099	\$84,386	15.00%

Salary Schedule, 2021-22, Option 1: 3% increase (Personnel Policies, Appendix A)

Steps:	1	2	3	4	5	6	7
Clerk I	\$12.36 \$25,709	\$12.61 \$26,229	\$12.86 \$26,749	\$13.12 \$27,290	\$13.38 \$27,830	\$13.65 \$28,392	\$13.92 \$28,954
Clerk II	\$14.22 \$29,578	\$14.50 \$30,160	\$14.79 \$30,763	\$15.09 \$31,387	\$15.39 \$32,011	\$15.70 \$32,656	\$16.01 \$33,301
Library Assistant I	\$17.08 \$35,526	\$17.42 \$36,234	\$17.77 \$36,962	\$18.13 \$37,710	\$18.49 \$38,459	\$18.86 \$39,229	\$19.24 \$40,019
Library Assistant II	\$19.63 \$40,830	\$20.02 \$41,642	\$20.42 \$42,474	\$20.83 \$43,326	\$21.25 \$44,200	\$21.68 \$45,094	\$22.11 \$45,989
Librarian I	\$23.56 \$49,005	\$24.03 \$49,982	\$24.51 \$50,981	\$25.00 \$52,000	\$25.50 \$53,040	\$26.01 \$54,101	\$26.53 \$55,182
Librarian II	\$28.68 \$59,654	\$29.25 \$60,840	\$29.84 \$62,067	\$30.44 \$63,315	\$31.05 \$64,584	\$31.67 \$65,874	\$32.30 \$67,184
Library Director	\$38.23 \$79,518	\$38.99 \$81,099	\$39.77 \$82,722	\$40.57 \$84,386	\$41.38 \$86,070	\$42.21 \$87,797	\$43.05 \$89,544

Salaries, 2021-22, 3% increase

Minimum wage increase adjustment: 3.00% Insurance: \$1,200

ID	Position	FTE	Current FT Salary	Proposed Salary w/ step increase	Prorated Salary	Current Insurance	Insurance assumes 15% increase (Jan.-June)	Proposed Insurance monthly cap	Retirement
Shelver	Clerk I	0.300	\$25,459	\$26,749	\$8,025				
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,011	\$32,011	\$8,875	\$9,542	\$14,440	\$2,881
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,011	\$32,011		\$9,542	\$14,440	\$2,881
Public Service Clerks (PT & subs)	Clerk II	1.500	\$30,493	\$32,011	\$48,017				
Children's Services Assistant	Assist I	0.750	\$35,880	\$37,710	\$28,283	\$8,875	\$9,542	\$10,800	\$2,545
Operations Assistant	Assist I	1.000	\$36,608	\$38,459	\$38,459	\$8,875	\$9,542	\$14,440	\$3,461
Collection Development Specialist	Assist II	0.625	\$42,910	\$45,094	\$28,184	\$4,783	\$5,136	\$9,000	\$2,537
Cataloging Specialist	Assist II	0.750	\$42,078	\$44,200	\$33,150	\$5,292	\$5,685	\$10,800	\$2,984
Outreach Librarian	Lib I	1.000	\$47,570	\$49,982	\$49,982	\$6,312	\$6,783	\$14,440	\$4,498
Children's Services Librarian	Lib I	0.675	\$49,504	\$52,000	\$35,100	\$8,100	\$9,720	\$9,720	\$3,159
Teen Services Librarian	Lib I	0.750	\$49,504	\$52,000	\$39,000	\$8,875	\$9,542	\$10,800	\$3,510
Assistant Director	Lib II	1.000	\$60,258	\$63,253	\$63,315	\$11,610	\$12,420	\$12,960	\$5,698
Library Director	Director	1.000	\$80,330	\$84,386	\$84,386	\$12,000	\$14,440	\$14,440	\$7,595
Total FTE		11.350			\$519,921	\$83,597	\$101,894	\$136,280	\$41,749

Option 2:

The second option would allow for a 6.25% salary increase but no step increase.

Clerk I position would start step 1 at the minimum wage set for FY 2021-22 and account for wage compression.

	Position	Salary Survey mid-point	Mid-point 6.25% increase	Percentage below
Clerk I	Shelver	\$34,441	\$28,163	0% adjusted
Clerk II	Public Service Clerk	\$35,207	\$32,386	8.00%
Library Assistant I	Children's Services Assistant	\$40,219	\$38,896	3.00%
Library Assistant I	Operations Assistant	\$45,763	\$38,896	3% adjusted
Library Assistant II	Cataloging Specialist	\$45,654	\$44,699	2.00%
Library Assistant II	Collection Development Specialist	\$47,978	\$44,699	7.00%
Librarian I	Children's Services & Teen Services Librarian	\$56,333	\$53,664	5.00%
Librarian I	Outreach Specialist	\$57,135	\$53,664	6.00%
Librarian II	Assistant Director	\$70,824	\$65,291	8.00%
Librarian II	Library Director	\$99,099	\$87,048	12.00%

Salary Schedule, 2021-22, Option 2: 6.25% increase (Personnel Policies, Appendix A)

Steps:	1	2	3	4	5	6	7
Clerk I	\$12.75 \$26,520	\$13.01 \$27,061	\$13.27 \$27,602	\$13.54 \$28,163	\$13.81 \$28,725	\$14.09 \$29,307	\$14.37 \$29,890
Clerk II	\$14.67 \$30,514	\$14.96 \$31,117	\$15.26 \$31,741	\$15.57 \$32,386	\$15.88 \$33,030	\$16.20 \$33,696	\$16.52 \$34,362
Library Assistant I	\$17.62 \$36,650	\$17.97 \$37,378	\$18.33 \$38,126	\$18.70 \$38,896	\$19.07 \$39,666	\$19.45 \$40,456	\$19.84 \$41,267
Library Assistant II	\$20.25 \$42,120	\$20.66 \$42,973	\$21.07 \$43,826	\$21.49 \$44,699	\$21.92 \$45,594	\$22.36 \$46,509	\$22.81 \$47,445
Librarian I	\$24.30 \$50,544	\$24.79 \$51,563	\$25.29 \$52,603	\$25.80 \$53,664	\$26.32 \$54,746	\$26.85 \$55,848	\$27.39 \$56,971
Librarian II	\$29.58 \$61,526	\$30.17 \$62,754	\$30.77 \$64,002	\$31.39 \$65,291	\$32.02 \$66,602	\$32.66 \$67,933	\$33.31 \$69,285
Library Director	\$39.44 \$82,035	\$40.23 \$83,678	\$41.03 \$85,342	\$41.85 \$87,048	\$42.69 \$88,795	\$43.54 \$90,563	\$44.41 \$92,373

Salaries, 2021-22, 6.25% increase

Minimum wage increase adjustment: 6.25% Insurance: \$1,200

ID	Position	FTE	Current FT Salary	Proposed Salary w/ no step increase	Prorated Salary	Current Insurance	Insurance assumes 15% increase (Jan.-June)	Proposed Insurance monthly cap	Retirement
Shelver	Clerk I	0.300	\$25,459	\$27,061	\$8,118				
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,386	\$32,386	\$8,875	\$9,542	\$14,440	\$2,915
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,386	\$32,386		\$9,542	\$14,440	\$2,915
Public Service Clerks (PT & subs)	Clerk II	1.500	\$30,493	\$32,386	\$48,579				
Children's Services Assistant	Assist I	0.750	\$35,880	\$38,126	\$28,595	\$8,875	\$9,542	\$10,800	\$2,574
Operations Assistant	Assist I	1.000	\$36,608	\$38,896	\$38,896	\$8,875	\$9,542	\$14,440	\$3,501
Collection Development Specialist	Assist II	0.625	\$42,910	\$45,594	\$28,496	\$4,783	\$5,136	\$9,000	\$2,565
Cataloging Specialist	Assist II	0.750	\$42,078	\$44,699	\$33,524	\$5,292	\$5,685	\$10,800	\$3,017
Outreach Librarian	Lib I	1.000	\$47,570	\$50,544	\$50,544	\$6,312	\$6,783	\$14,440	\$4,549
Children's Services Librarian	Lib I	0.675	\$49,504	\$52,603	\$35,507	\$8,100	\$9,720	\$9,720	\$3,196
Teen Services Librarian	Lib I	0.750	\$49,504	\$52,603	\$39,452	\$8,875	\$9,542	\$10,800	\$3,551
Assistant Director	Lib II	1.000	\$60,258	\$64,002	\$64,002	\$11,610	\$12,420	\$12,960	\$5,760
Library Director	Director	1.000	\$80,330	\$85,342	\$85,342	\$12,000	\$14,440	\$14,440	\$7,681
Total FTE		11.350			\$525,828	\$83,597	\$101,894	\$136,280	\$42,222

The third option for comparison only to show the amount of the District would need to spend to pay staff the recommended compensation listed in the salary analysis. This comparison was requested by the Library District Board at their April 20, 2021 meeting. If the library staff was compensated at the recommended rate, it would cost the District the following:

- Option 1: Additional \$50,714 in salary and retirement
- Option 2: Additional \$44,334 in salary and retirement

	Position	Salary Survey mid-point	Current mid-point FY 20-21	Percentage below
Clerk I	Shelver	\$34,441	\$26,478	
Clerk II	Public Service Clerk	\$35,207	\$30,493	13.00%
Library Assistant I	Children's Services Assistant	\$40,219	\$36,608	9.00%
Library Assistant I	Operations Assistant	\$45,763	\$36,608	9% adjusted
Library Assistant II	Cataloging Specialist	\$45,654	\$42,078	8.00%
Library Assistant II	Collection Development Specialist	\$47,978	\$42,078	12.00%
Librarian I	Children's Services & Teen Services Librarian	\$56,333	\$50,502	10.00%
Librarian I	Outreach Specialist	\$57,135	\$50,502	12.00%
Librarian II	Assistant Director	\$70,824	\$61,464	13.00%
Librarian II	Library Director	\$99,099	\$81,931	17.00%

Salary Schedule, 2021-22, Option: 3 Full compensation (Personnel Policies, Appendix A)

Steps:	1	2	3	4	5	6	7
Clerk I	\$12.75 \$26,520	\$13.01 \$27,061	\$13.27 \$27,602	\$13.54 \$28,163	\$13.81 \$28,725	\$14.09 \$29,307	\$14.37 \$29,890
Clerk II	\$16.02 \$33,322	\$16.34 \$33,987	\$16.67 \$34,674	\$17.00 \$35,360	\$17.34 \$36,067	\$17.69 \$36,795	\$18.04 \$37,523
Library Assistant I	\$18.56 \$38,605	\$18.93 \$39,374	\$19.31 \$40,165	\$19.70 \$40,976	\$20.09 \$41,787	\$20.49 \$42,619	\$20.90 \$43,472
Library Assistant II	\$21.16 \$44,013	\$21.58 \$44,886	\$22.01 \$45,781	\$22.45 \$46,696	\$22.90 \$47,632	\$23.36 \$48,589	\$23.83 \$49,566
Librarian I	\$25.84 \$53,747	\$26.36 \$54,829	\$26.89 \$55,931	\$27.43 \$57,054	\$27.98 \$58,198	\$28.54 \$59,363	\$29.11 \$60,549
Librarian II	\$32.01 \$66,581	\$32.65 \$67,912	\$33.30 \$69,264	\$33.97 \$70,658	\$34.65 \$72,072	\$35.34 \$73,507	\$36.05 \$74,984
Library Director	\$44.54 \$92,643	\$45.43 \$94,494	\$46.34 \$96,387	\$47.27 \$98,322	\$48.22 \$100,298	\$49.18 \$102,294	\$50.16 \$104,333

Salaries, 2021-22, Full compensation

Minimum wage increase adjustment: 6.25% Insurance: \$1,200

ID	Position	FTE	Current FT Salary	Proposed Salary w/ no step increase	Prorated Salary	Current Insurance	Insurance assumes 15% increase (Jan.-June)	Proposed Insurance monthly cap	Retirement
Shelver	Clerk I	0.300	\$25,459	\$27,061	\$8,118				
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$35,360	\$35,360	\$8,875	\$9,542	\$14,440	\$3,182
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$35,360	\$35,360		\$9,542	\$14,440	\$3,182
Public Service Clerks (PT & subs)	Clerk II	1.500	\$30,493	\$35,360	\$53,040				
Children's Services Assistant	Assist I	0.750	\$35,880	\$40,165	\$30,124	\$8,875	\$9,542	\$10,800	\$2,711
Operations Assistant	Assist I	1.000	\$36,608	\$40,976	\$40,976	\$8,875	\$9,542	\$14,440	\$3,688
Collection Development Specialist	Assist II	0.625	\$42,910	\$47,632	\$29,770	\$4,783	\$5,136	\$9,000	\$2,679
Cataloging Specialist	Assist II	0.750	\$42,078	\$46,696	\$35,022	\$5,292	\$5,685	\$10,800	\$3,152
Outreach Librarian	Lib I	1.000	\$47,570	\$53,747	\$53,747	\$6,312	\$6,783	\$14,440	\$4,837
Children's Services Librarian	Lib I	0.675	\$49,504	\$55,931	\$37,753	\$8,100	\$9,720	\$9,720	\$3,398
Teen Services Librarian	Lib I	0.750	\$49,504	\$55,931	\$41,948	\$8,875	\$9,542	\$10,800	\$3,775
Assistant Director	Lib II	1.000	\$60,258	\$69,264	\$69,264	\$11,610	\$12,420	\$12,960	\$6,234
Library Director	Director	1.000	\$80,330	\$96,387	\$96,387	\$12,000	\$14,440	\$14,440	\$8,675
Total FTE		11.350			\$566,870	\$83,597	\$101,894	\$136,280	\$45,514

Materials & Services

Please note several categories have a slight increase to account for inflation.

- *26 – Bank charges:* This line item includes miscellaneous bank fees as well as the monthly charge for the employee direct deposit program.
- *27 - Building rental:* Includes current leases for the Cascade Locks (\$11,325.60) and Parkdale (\$2,000) branches. I estimate we will spend \$13,325.60 in rent this year.
- *28 - Building maintenance:* General building maintenance including repairs, electrical work, plumbing, light bulbs, fire extinguisher upkeep, roof repairs, and more. Due to the age of the Hood River building, we have more expenses and upkeep.
- *29 - HVAC:* This line item includes the cost of maintaining the heating and cooling systems at the Hood River Library. It involves work by a local firm for preventative maintenance on our two small heating/cooling units in the Tech room and Columbia room. It also includes work by an outside firm for preventative maintenance and on-call maintenance on our boiler and large rooftop unit. This also includes repairing parts on the 14 remote VAV units showing regular wear and tear. They will need to have parts replaced over the next few years.
- *30 - Elevator:* There is a maintenance contract for the Hood River Library elevator.
- *31 - Telephone:* This line item includes the cost for the District's VOIP and landline telephone, and mobile phone reimbursement for employees who use their own devices. It assumes \$390 in monthly costs (Hood River, Parkdale, Cascade Locks, Odell) and \$45 per month for the Library Director, Assistant Director, and Bilingual Outreach Librarian cell phone reimbursement.
- *32 - Internet:* This line item includes the cost for bandwidth for the Hood River and Parkdale branches \$225 per month. The bandwidth at the Cascade Locks Library is included in our lease with the Hood River County School District. There is an increase this year. I added the \$3,132 annual cost for our 21 hot spots to this line item. In the past, 10 hot spots were initially funded by the Friends of the Library and then we added 11 more hot spots which were added to the technology line item.
- *33 - Collection development:* This line item is for collection materials including books, DVDs, audiobooks, and more. All physical library materials are budgeted from the General Fund. Electronic resources are budgeted from the Grants Fund, which is paid for by the Foundation. We have had a minimal increase to this line item over the past five years. I recommend a higher increase this year to account for the increase in cost of new materials, decrease of funds provided for audiobooks by a Friends of the Library donor, and to further expand our Library of Things collection. It's standard practice in libraries to spend 10% of the library budget on the collection. If we raise the amount to \$90,000 we will spend 8% on our actual operating expenses on the collection.
- *34 - Technology:* This line item assumes replacement of 20% of all public and staff computers, miscellaneous other technology needs and the cost of our website, email, design programs, photos for marketing purposes, eNewsletter program, Zoom subscription, appointment software, IT support network switches, staff wiki storage, and IT support. The District still maintains the Linux operating system, which allows costs to remain low.
- *35 - Accounting and auditing:* Includes the quoted amounts for auditing and accounting

services.

- *36 - Courier:* This line item represents the cost of moving materials between our three locations and Hood River Valley High School. Currently the District pays mileage to staff or volunteers.
- *37 - Custodial services:* Our current rate is \$2,123/month for the Hood River building. This includes cleaning six days per week, shampoo carpets/wax floors and window cleaning annually, and dusting of the library shelves monthly. This cost increased this year due to COVID. We had to add an additional day of service due to cleaning requirements. There is also \$1,200 budgeted for cleaning of the carpets at Cascade Locks and Parkdale branches, \$1,200 to add cleaning services to the Parkdale Library and extra clean up, as needed.
- *38 - Technical services:* Includes the annual cost for our out-of-Sage interlibrary loan service as well as our catalog record download service.
- *39 - Library consortium:* Includes annual membership, which is the amount the Sage Library System will charge libraries of the District's size next fiscal year. The Sage Budget Committee expects a 5% rise in costs.
- *40 - Copiers:* \$225/month for copier leases and an estimated \$65/month for copies.
- *41 - Elections:* This is a biannual expense happening on odd-numbered years.
- *42 - Furniture and equipment:* These funds are used to purchase furniture and small equipment that doesn't qualify as capital.
- *43 - Property and liability insurance:* Amount based on estimates from SDAO. This fiscal year SDAO conducted an appraisal of the building, grounds and contents of the library. We anticipate at least a 5% increase in our policy and up to 16% total increase due to the appraisal.
- *44 - Georgiana Smith Memorial Gardens:* As the managing entity for the Gardens, the District uses these funds for professional bed maintenance, tree trimming, grass cutting, snow removal, irrigation, and other associated costs.
- *45 - Legal Services:* This covers the fees for our legal counsel Ruben Cleaveland. Cleaveland reviews our contracts and policies.
- *46 - Professional Services:* In 2015-16, the District hired a strategic planning consultant from this line item. Our Strategic Goals 2016-21 plan ends June 30, 2021. I budgeted last fiscal year to hire a consultant but decided to postpone due to the pandemic. I have allocated funds to hire a consultant this fiscal year to work on a new strategic plan.
- *47 - Membership dues:* Includes memberships in local organizations and professional societies. Includes dues for the Chamber of Commerce, Gorge Technology Alliance, Gorge Nonprofit Collaborative, Libraries of Eastern Oregon, Hood River Rotary, Hood River Lions, Soroptimists, Oregon Library Association, American Library Association, Public Library Association, and Library Leadership & Management Association.
- *48 - Miscellaneous:* This covers items which do not fit into a category like our annual volunteer appreciation party.
- *49 - Postage/freight:* This covers postage for items we lend and borrow from outside our SAGE system, items we need to return, and postage for library business. Last year I recommend increasing this line item to allow for the potential to mail items to patrons unable to visit the library due to the pandemic. I reduced the line item since we are not

mailing items to patrons.

- *50 – Printing:* This covers cost of printing our bookmarks and other various marketing materials.
- *51 - Programs:* This line item includes the costs for hiring performers, buying supplies for programs, Summer Reading expenses and other program costs. The Summer Reading Performers and a portion of our programming in Odell is funded through the Grants Fund by the Friends of the Library and the Library Foundation. We have high attendance at our District programs. It is an area where the District particularly excels when compared to peer libraries. I would like to keep the budget at its current level. We are offering programming in a new way during the pandemic. We offer virtual programs. In addition, we distribute Take and Make craft packets and free books during summer reading and beyond. This year we will have a Summer Reading Program with prizes but no in-person performers and limited in-person programs.
- *52 - Advertising:* Most recruitment-related expenses fit under this category. This also includes money for additional advertising to promote District collections and services.
- *53 – Office supplies:* Includes all office and cataloging supplies.
- *54 - Travel:* Includes travel to trainings, programs, outreach activities, and hotel expenses. I recommend reducing the line item this year due to the pandemic.
- *55 - Training:* Includes registration for training events such as Sage classes and the Oregon Library Association conference.
- *56 - Board development:* This line item is used for Board training expenses, such as attendance at the Special Districts Association of Oregon conference.
- *57 – Parking reimbursement –* This fund is to reimburse volunteers for parking fees they accrue while volunteering in the Hood River Library.
- *58-61 - Utilities:* The amounts budgeted are based on actual costs, with room for a possible increases in utilities. There is still some money built in for a colder-than-normal winter and hotter-than-normal summer.
- *65 - Transfer to capital reserve:* Used for capital projects. There is an equivalent revenue in the Capital Equipment Reserve Fund. I recommend a transfer of \$25,000.
- *67 - Contingency:* This money is set aside in case something unforeseen arises, such as major facilities issues. If these funds aren't used, they are rolled back into the budget the following fiscal year. We have only used the funds one time since we became a Library District for the purchase of the HVAC system. We replenished the funds last fiscal year.
- *71 - Vacation reserve:* These liabilities are employees' unused vacation and holiday leave. If an employee is no longer employed by the District, these amounts are paid out to them. The Board felt it prudent to create a reserve fund to help pay for such liability should an employee(s) depart. Per the Financial Management Policies (attachment VIII), the reserve amount should equal at least 75% of current outstanding liabilities. Employees are capped at rolling over only 80 hours into a new fiscal year, pro-rated based on a 40-hour workweek, so the District's long-term liabilities are limited.
- *73 - Unappropriated ending fund balance (UEFB):* This amount is ample to get the District from July through half of November 2021, especially if contingency is not used. At a projected Option 1: \$93,432/month or Option 2: \$94,010 in expenditures, the

District would need Option 1: \$420,444 or Option 2: \$423,045. This fiscal year, the District has averaged around \$78,221 per month due to the decrease in spending during the closure.

The UEFB is much higher this year due to reduced spending during the pandemic and we will receive more tax revenue than previously estimated. The projected UEFB in fiscal year 2017-18 was \$336,443, FY 2018-19 it was \$419,338, FY 2019-20 it was \$457,645, FY 2020-21 it was \$507,409 and this year will be Option 1: \$640,886 or Option 2: \$647,815. The goal is to get the UEFB closer to actual operating needs so that the District is fully using the allotment of taxes the public gives it but this year. This year the projected expenditures is near equal to the expected revenue.

Capital Equipment Reserve Fund

Resources

- **2 - Cash on hand:** Carryover from previous years.

Requirements

- **9 - Capital outlay:** Capital expenditures projects below.

This fund will carry over around \$120,000 from last fiscal year. I recommend transferring \$25,000 this year from the General Fund to the Capital Equipment Reserve Fund. We do not have any large projects we need to complete this year. We should consider using capital funds to start the restoration of the Hood River building.

Long-term, there are other projects to consider in following fiscal years.

- **5 years: \$130,000**
 - Single ply roof - \$60,000
 - Estimated cost and life span: 2023-2033 (\$15,000-\$20,000). It is showing wear in areas. This figure was taken from the 2014 Facilities plan. I have contacted two local roofing companies and they will not provide estimates for the life span or a quote for replacement. I recommend we contact a facilities consultant to assist with assessing the current cost of replacement and life span on the roof. I can have the assessment done this summer.
 - Carpet - \$70,000
 - The carpet in the Hood River building will also need to be replaced in 3-8 years (2024-2029) for an estimate of \$70,000 which includes carpet and moving bookshelves, books, and furniture.
- **10 years: \$65,000**
 - Boiler - \$65,000
 - The boiler will need to be replaced in 9-19 years (2030-2040).

- **15 years: \$60,000**
 - Slate shingle roofing - \$60,000
 - Estimated cost and life span: should not need to be replaced until 2043-2053 and will cost between \$10,000 to \$20,000. This figure was taken from the 2014 Facilities plan. I estimate the cost will most likely be three times the amount listed above: \$45,000-\$60,000.
- **20 years: \$115,000**
 - HVAC unit
 - We replaced our central air handling/condensing unit (HVAC) in FY 2019-20 for \$104,926. This unit will need to be replaced in 19 years.
- **Ongoing project:**
 - Restoration Hood River Building - \$157,000
 - Over time we will need to restore the entire exterior elevation of the original library. This includes the concrete around the windows and the brick on the original building. We can break this down into sections. We can explore addressing the front entrance this coming fiscal year for \$25,000. There is no other area at this time that needs to be addressed due to safety issues. The rest of the project will cost \$132,000. We can apply for matching grants for this work.

We already have a solid foundation of \$326,486.

- \$145,000 in the capital fund (\$120,000 carry over and \$25,00 transfer)
- \$181,486 in unallocated carry over in the General Fund at the end of FY 2021-22. This unallocated carry over figure is based upon the assumption we will spend our entire projected budget for FY 2021-22, which we will not do. I anticipate we will have a higher balance for unallocated carry over. The unallocated carry over figure is described in further detail in General Fund, Resources, line 1.

We also have \$100,000 contingency for emergencies

Based upon our immediate needs, we need to start saving more funds. We can start with a minimum of \$25,000 per year for three years to address the single ply Hood River Library roof. In addition, we can use funds from the Capital Fund and transfer more funds in the future from our unallocated carry over to cover the cost of the carpets and boiler replacement.

Grants Fund

Resources

The District is fortunate to receive several grants and donations throughout the year. Not the least of these are the monies given to us by the Friends of the Library and Library Foundation. Between them, they add about \$60,000 to \$85,000 annually to improve the District's services. Friends and Foundation money is done through the Grants Fund to

allow us to better track it.

There also are regular grants that the District receives as well as grants that are carryovers from the 2020-21 fiscal year. Carryovers include the 2021 Ready to Read grant (an Oregon State Library grant used for reading readiness), Library Foundation funds for digital and newspapers subscriptions and funds for several projects related to signage for the Hood River building and the bookmobile, Friends of the Library funds for our Summer Reading programs, Hood River Cultural Trust (bookmobile collection), Pat Hazlehurst Endowment fund and grant funds from our newspaper digitization project. All other grants will be expended by the end of the fiscal year.

The Grants Fund also includes several grants that the District hopes to receive. These include rehabilitating the historic exterior of Hood River Library, State Library grant for the bookmobile and other unanticipated opportunities that might arise for library services. This entire fund usually is budgeted optimistically to take advantage of grant opportunities as they arise. However, if the grants are not received, subsequent expenditures are not incurred, either.

This upcoming fiscal year we will be using Foundation and grant funds to purchase and operate the new bookmobile.

- **2 - Cash on hand:** Carryover of Foundation and Friends funds, Ready to Read 2021 grant monies, Pat Hazlehurst Endowment Fund grant, and Newspaper Digitization projects.
- **3 - Grants (specific purposes):** Includes potential grants as described above.
- **4 - Friends of the Library donations:** The Friends contribute to collection development, programming, equipment, and other library expenses.
- **5 - Library Foundation donations:** The Foundation anticipates giving \$10,000 this fiscal year toward magazine subscriptions, electronic resources, and movie licensing and a TBD project for the 2022 Feast of Words fundraiser.
- **6 - Pat Hazelhurst Fund donations:** The District has an endowment at the Gorge Community Foundation, named in honor of long-time library supporter Pat Hazelhurst. This fund must dispense some of its funds to the library annually.

Requirements

- **26 - Materials and services:** The Friends and Foundation contribute toward collection development, the Summer Reading Program, new furniture and technology, and much more. In addition, some funds have been built in to take advantage of unanticipated grant opportunities.
- **36 - Capital outlay:** Purchase a new bookmobile and rehabilitate the old parts of Hood River Library.
- **44 - Unappropriated ending fund balance:** This year, there is no unappropriated ending balance for the Grants Fund. Since the UEFB cannot be spent per state law, the District needs the ability to spend out its grants by the end of the fiscal year should

the need arise.

Conclusion

Overall, this budget keeps the District on a positive path of better serving the community's needs for library and literacy services. It supports the District's strategic goals and prepares for upcoming changes in the future.

GENERAL FUND

Resources

Hood River County Library District

Option 1: 3% salary increase

	Historical Data				RESOURCES DESCRIPTION	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2020-21		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
	First Preceding Year 2018-19	First Preceding Year 2019-20	YTD actuals 3/31/21					
1	647,425	694,723	671,532	655,000	Available cash on hand	830,000		
2	16,071	19,915	22,461	12,000	Previously levied taxes estimated to be received	15,000		
3	17,881	16,178	7,272	14,000	Interest	10,000		
4	16,697	12,299	815	6,500	Fees	4,000		
5	-	200	100	-	Donations			
6	4,600	2,637	7,272	-	Intergovernmental revenue			
7	2,736	4,354	322	-	Miscellaneous revenue			
8								
9	705,410	750,306	709,774	687,500	Total resources, except taxes to be levied	859,000		
10				1,029,687	Taxes estimated to be received	1,091,490		
11	899,699	948,558	1,035,833		Taxes collected in year levied			
12	1,605,109	1,698,864		1,717,187	TOTAL RESOURCES	1,950,490		-

GENERAL FUND
Detailed Requirements
Option 1: 3% salary increase

	Historical Data				REQUIREMENTS FOR: Hood River County Library District	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2021-22		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Body
	Second Preceding Year 2018-19	First Preceding Year 2019-20	YTD 3/31/2021					
					LIBRARY OPERATIONS			
1					PERSONAL SERVICES			
2					Salaries			
3	3,285	6,769	5,324	7,638	Library Clerk I	8,025		
4	92,968	98,255	70,236	107,038	Library Clerk II	112,039		
5	48,646	57,568	71,561	56,196	Library Assistant I	66,742		
6	88,732	104,607	43,120	58,378	Library Assistant II	61,334		
7	70,529	67,269	52,487	118,113	Librarian I	124,082		
8	45,246	45,511	40,481	60,258	Librarian II	63,315		
9	72,910	77,327	60,015	80,330	Library Director	84,386		
10	422,316	457,306	343,224	487,951	Total Salaries	519,923		
11								
12					Benefits			
13	31,477	33,446	26,859	36,339	Retirement	41,749		
14	32,842	35,564	26,424	36,596	FICA	39,774		
15	1,164	118	20	1,300	Workers' compensation insurance	1,300		
16	69,388	68,356	54,908	108,900	Health insurance	136,280		
17	3,089	3,206	3,609	4,392	Unemployment insurance	6,239		
18	480	-	-	-	Other employee benefits			
19					Paid family and medical leave	2,600		
20	138,440	140,690	111,820	187,527	Total benefits	227,942		
21								
22	560,756	597,996	455,044	675,478	TOTAL PERSONAL SERVICES	747,865		-
22				11.15	Total Full Time Equivalent (FTE)*	11.35		
23								
24					LIBRARY OPERATIONS			

25					MATERIALS AND SERVICES			
26	226	190	299	250	Bank charges	300		
27	13,526	13,938	9,438	13,400	Building rental	13,400		
28	22,767	16,940	11,725	20,000	Building maintenance	20,000		
29	13,904	8,359	6,473	15,000	HVAC	15,000		
30	2,185	2,086	1,609	2,350	Elevator	2,450		
31	5,497	5,336	3,938	5,100	Telephone	5,220		
32	5,121	2,450	2,025	3,300	Internet	5,840		
33	74,409	74,051	48,407	83,000	Collection development	90,000		
34	10,478	13,275	10,558	13,000	Technology	13,000		
35	23,940	26,715	22,864	28,000	Accounting and auditing	29,000		
36	1,866	1,747	1,515	2,300	Courier	2,300		
37	20,473	20,136	17,787	25,200	Custodial services	29,000		
38	5,081	5,157	3,700	4,000	Technical services	4,000		
39	12,271	13,069	13,396	13,500	Library consortium	14,200		
40	987	1,417	2,612	3,500	Copiers	3,500		
41	1,603	-	-	4,000	Elections	-		
42	4,107	4,445	924	4,000	Furniture and equipment	4,000		
43	9,059	13,002	13,134	13,700	Property and liability insurance	16,000		
44	23,451	19,449	15,326	25,000	Georgiana Smith Memorial Gardens	25,000		
45	4,113	2,915	1,558	4,000	Legal Services	4,000		
46	-	-	-	25,000	Professional services	30,000		
47	4,316	3,880	2,079	4,000	Membership dues	4,000		
48	827	1,670	1,105	1,000	Miscellaneous	1,500		
49	885	710	605	4,000	Postage/freight	1,000		
50	539	298	184	500	Printing	500		
51	15,110	13,213	8,553	20,000	Programs	20,000		
52	779	1,250	369	2,000	Advertising	2,000		
53	12,961	10,713	4,140	14,000	Office supplies	14,000		
54	1,985	2,594	222	5,000	Travel	4,000		
55	3,121	1,409	1,561	4,000	Training	4,000		
56	2	81	-	1,500	Board development	1,500		
57	200	200	-	500	Parking reimbursement	500		
58	17,495	14,835	9,607	21,000	Electricity	21,000		
59	1,468	1,418	1,187	1,800	Garbage	2,000		
60	5,343	4,748	3,816	10,000	Natural gas	10,000		
61	4,535	4,640	3,759	5,400	Water and sewer (building)	5,600		
62								
63	324,630	306,336	224,475	402,300	TOTAL MATERIALS & SERVICES	417,810		

64								
65	25,000	123,000	20,000	20,000	TRANSFER TO CAPITAL RESERVE	25,000		
66								
67	-	-	-	100,000	CONTINGENCY	100,000		
68								
69	910,386	1,027,332	699,519	1,197,778	Total expenditures	1,290,675		-
70								
71	-	-	-	12,000	Vacation Reserve	12,000		
72	694,723	671,532			Ending Balance (Prior Years)			
73				507,409	UNAPPROPRIATED ENDING FUND BALANCE	647,815		-
74	1,605,109	1,698,864		1,717,187	TOTAL REQUIREMENTS	1,950,490		-

CAPITAL EQUIPMENT RESERVE FUND**Resources and Requirements****Option 1: 3% salary increase**

This fund is authorized and established by Resolution No. 2013-14.008 on May 20, 2014, for the following specified purposes: capital outlay for land acquisition, building construction/improvements, installation and repair of major building systems, and depreciable equipment.

Fund review year: 2021

Hood River County Library District

	Historical Data				REQUIREMENTS DESCRIPTION	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2021-22		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Body
	First Preceding Year 2018-19	First Preceding Year 2019-20	YTD 3/31/2021					
1					RESOURCES			
2	100,766	93,230	114,512	104,000	Cash on hand	120,000		
3	2,252	2,359	1,107	1,500	Interest	2,000		
4	25,000	123,000	20,000	20,000	Transfer from General Fund	25,000		
5								
6	128,018	218,589	135,619	125,500	TOTAL RESOURCES	147,000	-	-
7								
8					REQUIREMENTS			
9	31,788	111,714	-	75,000	Capital outlay	100,000		
10	96,230	109,875		-	Ending balance (prior years)			
11				50,500	RESERVED FOR FUTURE EXPENDITURE	47,000	-	-
12	128,018	221,589		125,500	TOTAL REQUIREMENTS	147,000	-	-

SPECIAL FUND

Resources and Requirements
GRANTS FUND

Hood River County Library District

Option 1: 3% salary increase

	Historical Data				REQUIREMENTS DESCRIPTION	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2021-22		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Body
	First Preceding Year 2018-19	First Preceding Year 2019-20	YTD 3/31/2021					
1					RESOURCES			
2	93,523	110,203	114,512	115,000	Cash on hand	245,000		
3	9,752	9,133	31,692	75,000	Grants (specific purposes)	150,000		
4	14,838	15,010	14,300	20,000	Friends of the Library donations	20,000		
5	60,300	30,694	3,000	100,000	Library Foundation donations	100,000		
6	-	5,500	8,000	20,000	Pat Hazelhurst Fund donations	20,000		
7								
8	178,413	170,540	171,504	330,000	TOTAL RESOURCES	535,000	-	-
9								
10					REQUIREMENTS			
11					Personal services			
12					Salaries			
13								
14	1,019	886	-	5,000	Library Assistant II	5,000		
15	2,197	1,065	-	5,000	Clerk I	5,000		
16					Librarian I	5,000		
17					Benefits			
18	-	-		-	Retirement			
19		(7)	-	750	FICA	750		
20		-		250	Workman's compensation	250		
21	-	-	-	-	Health insurance			
22		(1)	-	100	Unemployment insurance	100		
23								
24	-	-	-	500	Other personal services	500		
25								
26	3,216	1,943	-	11,600	Total personal services	16,600	-	-
27								
28					Materials and services			
29	25,988	20,832	15,188	40,000	Collection development	60,000		
30	6,030	1,429	815	15,000	Technology	30,000		
31	21,879	15,676	11,173	30,000	Programs	38,400		

32	5,842	8,300	6,682	40,000	Furniture and equipment	60,000		
33	4,055	7,848	7,498	75,000	Other materials and services	80,000		
34								
35	63,794	54,085	41,356	200,000	Total materials and services	268,400	-	-
36								
37	1,200	-	9,950	118,400	Capital outlay	250,000		
38								
39	110,203	114,512			Ending balance (prior years)			
40				-	UNAPPROPRIATED ENDING FUND BALANCE	-	-	-
41	178,413	170,540		330,000	TOTAL REQUIREMENTS	535,000	-	-

GENERAL FUND

Resources

Hood River County Library District

Option 2: 6.25% salary increase

	Historical Data				RESOURCES DESCRIPTION	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2020-21		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
	First Preceding Year 2018-19	First Preceding Year 2019-20	YTD actuals 3/31/21					
1	647,425	694,723	671,532	655,000	Available cash on hand	830,000		
2	16,071	19,915	22,461	12,000	Previously levied taxes estimated to be received	15,000		
3	17,881	16,178	7,272	14,000	Interest	10,000		
4	16,697	12,299	815	6,500	Fees	4,000		
5	-	200	100	-	Donations			
6	4,600	2,637	7,272	-	Intergovernmental revenue			
7	2,736	4,354	322	-	Miscellaneous revenue			
8								
9	705,410	750,306	709,774	687,500	Total resources, except taxes to be levied	859,000		
10				1,029,687	Taxes estimated to be received	1,091,490		
11	899,699	948,558	1,035,833		Taxes collected in year levied			
12	1,605,109	1,698,864		1,717,187	TOTAL RESOURCES	1,950,490		-

GENERAL FUND
Detailed Requirements
Option 2: 6.25% salary increase

	Historical Data				REQUIREMENTS FOR: Hood River County Library District	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2021-22		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Body
	Second Preceding Year 2018-19	First Preceding Year 2019-20	YTD 3/31/2021					
					LIBRARY OPERATIONS			
1					PERSONAL SERVICES			
2					Salaries			
3	3,285	6,769	5,324	7,638	Library Clerk I	8,118		
4	92,968	98,255	70,236	107,038	Library Clerk II	113,351		
5	48,646	57,568	71,561	56,196	Library Assistant I	67,491		
6	88,732	104,607	43,120	58,378	Library Assistant II	62,020		
7	70,529	67,269	52,487	118,113	Librarian I	125,503		
8	45,246	45,511	40,481	60,258	Librarian II	64,002		
9	72,910	77,327	60,015	80,330	Library Director	85,342		
10	422,316	457,306	343,224	487,951	Total Salaries	525,827		
11								
12					Benefits			
13	31,477	33,446	26,859	36,339	Retirement	42,222		
14	32,842	35,564	26,424	36,596	FICA	40,226		
15	1,164	118	20	1,300	Workers' compensation insurance	1,300		
16	69,388	68,356	54,908	108,900	Health insurance	136,280		
17	3,089	3,206	3,609	4,392	Unemployment insurance	6,310		
18	480	-	-	-	Other employee benefits			
19					Paid family and medical leave	2,629		
20	138,440	140,690	111,820	187,527	Total benefits	228,967		
21								
22	560,756	597,996	455,044	675,478	TOTAL PERSONAL SERVICES	754,794		-
22				11.15	Total Full Time Equivalent (FTE)*	11.35		
23								
24					LIBRARY OPERATIONS			

25					MATERIALS AND SERVICES			
26	226	190	299	250	Bank charges	300		
27	13,526	13,938	9,438	13,400	Building rental	13,400		
28	22,767	16,940	11,725	20,000	Building maintenance	20,000		
29	13,904	8,359	6,473	15,000	HVAC	15,000		
30	2,185	2,086	1,609	2,350	Elevator	2,450		
31	5,497	5,336	3,938	5,100	Telephone	5,220		
32	5,121	2,450	2,025	3,300	Internet	5,840		
33	74,409	74,051	48,407	83,000	Collection development	90,000		
34	10,478	13,275	10,558	13,000	Technology	13,000		
35	23,940	26,715	22,864	28,000	Accounting and auditing	29,000		
36	1,866	1,747	1,515	2,300	Courier	2,300		
37	20,473	20,136	17,787	25,200	Custodial services	29,000		
38	5,081	5,157	3,700	4,000	Technical services	4,000		
39	12,271	13,069	13,396	13,500	Library consortium	14,200		
40	987	1,417	2,612	3,500	Copiers	3,500		
41	1,603	-	-	4,000	Elections	-		
42	4,107	4,445	924	4,000	Furniture and equipment	4,000		
43	9,059	13,002	13,134	13,700	Property and liability insurance	16,000		
44	23,451	19,449	15,326	25,000	Georgiana Smith Memorial Gardens	25,000		
45	4,113	2,915	1,558	4,000	Legal Services	4,000		
46	-	-	-	25,000	Professional services	30,000		
47	4,316	3,880	2,079	4,000	Membership dues	4,000		
48	827	1,670	1,105	1,000	Miscellaneous	1,500		
49	885	710	605	4,000	Postage/freight	1,000		
50	539	298	184	500	Printing	500		
51	15,110	13,213	8,553	20,000	Programs	20,000		
52	779	1,250	369	2,000	Advertising	2,000		
53	12,961	10,713	4,140	14,000	Office supplies	14,000		
54	1,985	2,594	222	5,000	Travel	4,000		
55	3,121	1,409	1,561	4,000	Training	4,000		
56	2	81	-	1,500	Board development	1,500		
57	200	200	-	500	Parking reimbursement	500		
58	17,495	14,835	9,607	21,000	Electricity	21,000		
59	1,468	1,418	1,187	1,800	Garbage	2,000		
60	5,343	4,748	3,816	10,000	Natural gas	10,000		
61	4,535	4,640	3,759	5,400	Water and sewer (building)	5,600		
62								
63	324,630	306,336	224,475	402,300	TOTAL MATERIALS & SERVICES	417,810		-

64								
65	25,000	123,000	20,000	20,000	TRANSFER TO CAPITAL RESERVE	25,000		
66								
67	-	-	-	100,000	CONTINGENCY	100,000		
68								
69	910,386	1,027,332	699,519	1,197,778	Total expenditures	1,297,604		-
70								
71	-	-	-	12,000	Vacation Reserve	12,000		
72	694,723	671,532			Ending Balance (Prior Years)			
73				507,409	UNAPPROPRIATED ENDING FUND BALANCE	640,886		-
74	1,605,109	1,698,864		1,717,187	TOTAL REQUIREMENTS	1,950,490		-

CAPITAL EQUIPMENT RESERVE FUND**Resources and Requirements****Option 2: 6.25% salary increase**

This fund is authorized and established by Resolution No. 2013-14.008 on May 20, 2014, for the following specified purposes: capital outlay for land acquisition, building construction/improvements, installation and repair of major building systems, and depreciable equipment.

Fund review year: 2021

Hood River County Library District

	Historical Data				REQUIREMENTS DESCRIPTION	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2021-22		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Body
	First Preceding Year 2018-19	First Preceding Year 2019-20	YTD 3/31/2021					
1					RESOURCES			
2	100,766	93,230	114,512	104,000	Cash on hand	120,000		
3	2,252	2,359	1,107	1,500	Interest	2,000		
4	25,000	123,000	20,000	20,000	Transfer from General Fund	25,000		
5								
6	128,018	218,589	135,619	125,500	TOTAL RESOURCES	147,000	-	-
7								
8					REQUIREMENTS			
9	31,788	111,714	-	75,000	Capital outlay	100,000		
10	96,230	109,875		-	Ending balance (prior years)			
11				50,500	RESERVED FOR FUTURE EXPENDITURE	47,000	-	-
12	128,018	221,589		125,500	TOTAL REQUIREMENTS	147,000	-	-

SPECIAL FUND

Resources and Requirements
GRANTS FUNDHood River County Library District
Option 2: 6.25% salary increase

	Historical Data				REQUIREMENTS DESCRIPTION	Budget for Next Year 2021-22		
	Actual			Adopted Budget This Year 2021-22		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Body
	First Preceding Year 2018-19	First Preceding Year 2019-20	YTD 3/31/2021					
1					RESOURCES			
2	93,523	110,203	114,512	115,000	Cash on hand	245,000		
3	9,752	9,133	31,692	75,000	Grants (specific purposes)	150,000		
4	14,838	15,010	14,300	20,000	Friends of the Library donations	20,000		
5	60,300	30,694	3,000	100,000	Library Foundation donations	100,000		
6	-	5,500	8,000	20,000	Pat Hazelhurst Fund donations	20,000		
7								
8	178,413	170,540	171,504	330,000	TOTAL RESOURCES	535,000	-	-
9								
10					REQUIREMENTS			
11					Personal services			
12					Salaries			
13								
14	1,019	886	-	5,000	Library Assistant II	5,000		
15	2,197	1,065	-	5,000	Clerk I	5,000		
16					Librarian I	5,000		
17					Benefits			
18	-	-			- Retirement			
19		(7)	-	750	FICA	750		
20		-		250	Workman's compensation	250		
21	-	-	-		- Health insurance			
22		(1)	-	100	Unemployment insurance	100		
23								
24	-	-	-	500	Other personal services	500		
25								
26	3,216	1,943	-	11,600	Total personal services	16,600	-	-
27								
28					Materials and services			
29	25,988	20,832	15,188	40,000	Collection development	60,000		
30	6,030	1,429	815	15,000	Technology	30,000		
31	21,879	15,676	11,173	30,000	Programs	38,400		

32	5,842	8,300	6,682	40,000	Furniture and equipment	60,000		
33	4,055	7,848	7,498	75,000	Other materials and services	80,000		
34								
35	63,794	54,085	41,356	200,000	Total materials and services	268,400	-	-
36								
37	1,200	-	9,950	118,400	Capital outlay	250,000		
38								
39	110,203	114,512			Ending balance (prior years)			
40				-	UNAPPROPRIATED ENDING FUND BALANCE	-	-	-
41	178,413	170,540		330,000	TOTAL REQUIREMENTS	535,000	-	-

Hood River County Library District Strategic Goals 2016 – 2021

1. Create a stable and permanent presence in Odell.

- Evaluate effectiveness of current bus pilot and determine next steps.
- Develop a service plan and explore collaboration with prospective partners.
- Expand adult literacy and ESL opportunities for Spanish speakers.

2. Expand services to tweens and teens.

- Facilitate creative learning opportunities and provide a venue (at the library and/or online) for them to showcase their work.
- Modify teen space to address their needs.
- Revitalize the teen advisory group.
- Improve outreach to teens.

3. Expand outreach activities to continue to grow the library's active users.

- Connect with diverse audiences (and create connections between diverse communities) with large scale community events.
- Develop collections, services and programs targeted to nonusers.
- Reach out to vulnerable populations (including the homebound and homeless) through ongoing staff outreach.

4. Increase library awareness throughout the county.

- Expand alternative ways of promoting library news (including targeted and word of mouth marketing) to increase participation and attendance.
- Implement consistent branding to highlight all library sponsored events and activities.
- Effectively communicate the positive impact of the library district and develop a plan for long-term funding sustainability.

5. Continue to develop the library as a cultural and educational hub for people of all ages and backgrounds.

- Provide access to diverse resources to meet the community's diverse needs.
- Offer literary events, musical concerts and other expressions of community creativity.
- Offer access to current and relevant technology.
- Continue to strengthen ongoing partnerships with other service providers, businesses, nonprofits and educational institutions.
- Ensure that the Friends of the Library and the Library Foundation continue to thrive as library support organizations.
- Explore options for maximizing the library's open hours.

**Salary Schedule, 2021-22, Option 1: 3% increase
(Personnel Policies, Appendix A)**

Steps:	1	2	3	4	5	6	7
Clerk I	\$12.36 \$25,709	\$12.61 \$26,229	\$12.86 \$26,749	\$13.12 \$27,290	\$13.38 \$27,830	\$13.65 \$28,392	\$13.92 \$28,954
Clerk II	\$14.22 \$29,578	\$14.50 \$30,160	\$14.79 \$30,763	\$15.09 \$31,387	\$15.39 \$32,011	\$15.70 \$32,656	\$16.01 \$33,301
Library Assistant I	\$17.08 \$35,526	\$17.42 \$36,234	\$17.77 \$36,962	\$18.13 \$37,710	\$18.49 \$38,459	\$18.86 \$39,229	\$19.24 \$40,019
Library Assistant II	\$19.63 \$40,830	\$20.02 \$41,642	\$20.42 \$42,474	\$20.83 \$43,326	\$21.25 \$44,200	\$21.68 \$45,094	\$22.11 \$45,989
Librarian I	\$23.56 \$49,005	\$24.03 \$49,982	\$24.51 \$50,981	\$25.00 \$52,000	\$25.50 \$53,040	\$26.01 \$54,101	\$26.53 \$55,182
Librarian II	\$28.68 \$59,654	\$29.25 \$60,840	\$29.84 \$62,067	\$30.44 \$63,315	\$31.05 \$64,584	\$31.67 \$65,874	\$32.30 \$67,184
Library Director	\$38.23 \$79,518	\$38.99 \$81,099	\$39.77 \$82,722	\$40.57 \$84,386	\$41.38 \$86,070	\$42.21 \$87,797	\$43.05 \$89,544

Range approved by the Board of Directors,
Steps established by Library Director, May 11, 2021

**Salary Schedule, 2021-22, Option 2: 6.25% increase
(Personnel Policies, Appendix A)**

Steps:	1	2	3	4	5	6	7
Clerk I	\$12.75 \$26,520	\$13.01 \$27,061	\$13.27 \$27,602	\$13.54 \$28,163	\$13.81 \$28,725	\$14.09 \$29,307	\$14.37 \$29,890
Clerk II	\$14.67 \$30,514	\$14.96 \$31,117	\$15.26 \$31,741	\$15.57 \$32,386	\$15.88 \$33,030	\$16.20 \$33,696	\$16.52 \$34,362
Library Assistant I	\$17.62 \$36,650	\$17.97 \$37,378	\$18.33 \$38,126	\$18.70 \$38,896	\$19.07 \$39,666	\$19.45 \$40,456	\$19.84 \$41,267
Library Assistant II	\$20.25 \$42,120	\$20.66 \$42,973	\$21.07 \$43,826	\$21.49 \$44,699	\$21.92 \$45,594	\$22.36 \$46,509	\$22.81 \$47,445
Librarian I	\$24.30 \$50,544	\$24.79 \$51,563	\$25.29 \$52,603	\$25.80 \$53,664	\$26.32 \$54,746	\$26.85 \$55,848	\$27.39 \$56,971
Librarian II	\$29.58 \$61,526	\$30.17 \$62,754	\$30.77 \$64,002	\$31.39 \$65,291	\$32.02 \$66,602	\$32.66 \$67,933	\$33.31 \$69,285
Library Director	\$39.44 \$82,035	\$40.23 \$83,678	\$41.03 \$85,342	\$41.85 \$87,048	\$42.69 \$88,795	\$43.54 \$90,563	\$44.41 \$92,373

Range approved by the Board of Directors,
Steps established by Library Director, May 11, 2021

Salary Schedule, 2021-22, Option: 3 Full compensation (Personnel Policies, Appendix A)

Steps:	1	2	3	4	5	6	7
Clerk I	\$12.75 \$26,520	\$13.01 \$27,061	\$13.27 \$27,602	\$13.54 \$28,163	\$13.81 \$28,725	\$14.09 \$29,307	\$14.37 \$29,890
Clerk II	\$16.02 \$33,322	\$16.34 \$33,987	\$16.67 \$34,674	\$17.00 \$35,360	\$17.34 \$36,067	\$17.69 \$36,795	\$18.04 \$37,523
Library Assistant I	\$18.56 \$38,605	\$18.93 \$39,374	\$19.31 \$40,165	\$19.70 \$40,976	\$20.09 \$41,787	\$20.49 \$42,619	\$20.90 \$43,472
Library Assistant II	\$21.16 \$44,013	\$21.58 \$44,886	\$22.01 \$45,781	\$22.45 \$46,696	\$22.90 \$47,632	\$23.36 \$48,589	\$23.83 \$49,566
Librarian I	\$25.84 \$53,747	\$26.36 \$54,829	\$26.89 \$55,931	\$27.43 \$57,054	\$27.98 \$58,198	\$28.54 \$59,363	\$29.11 \$60,549
Librarian II	\$32.01 \$66,581	\$32.65 \$67,912	\$33.30 \$69,264	\$33.97 \$70,658	\$34.65 \$72,072	\$35.34 \$73,507	\$36.05 \$74,984
Library Director	\$44.54 \$92,643	\$45.43 \$94,494	\$46.34 \$96,387	\$47.27 \$98,322	\$48.22 \$100,298	\$49.18 \$102,294	\$50.16 \$104,333

Range approved by the Board of Directors,
Steps established by Library Director, May 11, 2021

Salaries, 2021-22, 3% increase

Minimum wage increase adjustment: 3.00%

Insurance: \$1,200

ID	Position	FTE	Current FT Salary	Proposed Salary w/ step increase	Prorated Salary	Current Insurance	Insurance assumes 15% increase (Jan.-June)	Proposed Insurance monthly cap	Retirement
Shelver	Clerk I	0.300	\$25,459	\$26,749	\$8,025				
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,011	\$32,011	\$8,875	\$9,542	\$14,440	\$2,881
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,011	\$32,011		\$9,542	\$14,440	\$2,881
Public Service Clerks (PT & subs)	Clerk II	1.500	\$30,493	\$32,011	\$48,017				
Children's Services Assistant	Assist I	0.750	\$35,880	\$37,710	\$28,283	\$8,875	\$9,542	\$10,800	\$2,545
Operations Assistant	Assist I	1.000	\$36,608	\$38,459	\$38,459	\$8,875	\$9,542	\$14,440	\$3,461
Collection Development Specialist	Assist II	0.625	\$42,910	\$45,094	\$28,184	\$4,783	\$5,136	\$9,000	\$2,537
Cataloging Specialist	Assist II	0.750	\$42,078	\$44,200	\$33,150	\$5,292	\$5,685	\$10,800	\$2,984
Outreach Librarian	Lib I	1.000	\$47,570	\$49,982	\$49,982	\$6,312	\$6,783	\$14,440	\$4,498
Children's Services Librarian	Lib I	0.675	\$49,504	\$52,000	\$35,100	\$8,100	\$9,720	\$9,720	\$3,159
Teen Services Librarian	Lib I	0.750	\$49,504	\$52,000	\$39,000	\$8,875	\$9,542	\$10,800	\$3,510
Assistant Director	Lib II	1.000	\$60,258	\$63,253	\$63,315	\$11,610	\$12,420	\$12,960	\$5,698
Library Director	Director	1.000	\$80,330	\$84,386	\$84,386	\$12,000	\$14,440	\$14,440	\$7,595
Total FTE		11.350			\$519,921	\$83,597	\$101,894	\$136,280	\$41,749

Salaries, 2021-22, 6.25% increase

Minimum wage increase adjustment: 6.25%

Insurance: \$1,200

ID	Position	FTE	Current FT Salary	Proposed Salary w/ no step increase	Prorated Salary	Current Insurance	Insurance assumes 15% increase (Jan.-June)	Proposed Insurance monthly cap	Retirement
Shelver	Clerk I	0.300	\$25,459	\$27,061	\$8,118				
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,386	\$32,386	\$8,875	\$9,542	\$14,440	\$2,915
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$32,386	\$32,386		\$9,542	\$14,440	\$2,915
Public Service Clerks (PT & subs)	Clerk II	1.500	\$30,493	\$32,386	\$48,579				
Children's Services Assistant	Assist I	0.750	\$35,880	\$38,126	\$28,595	\$8,875	\$9,542	\$10,800	\$2,574
Operations Assistant	Assist I	1.000	\$36,608	\$38,896	\$38,896	\$8,875	\$9,542	\$14,440	\$3,501
Collection Development Specialist	Assist II	0.625	\$42,910	\$45,594	\$28,496	\$4,783	\$5,136	\$9,000	\$2,565
Cataloging Specialist	Assist II	0.750	\$42,078	\$44,699	\$33,524	\$5,292	\$5,685	\$10,800	\$3,017
Outreach Librarian	Lib I	1.000	\$47,570	\$50,544	\$50,544	\$6,312	\$6,783	\$14,440	\$4,549
Children's Services Librarian	Lib I	0.675	\$49,504	\$52,603	\$35,507	\$8,100	\$9,720	\$9,720	\$3,196
Teen Services Librarian	Lib I	0.750	\$49,504	\$52,603	\$39,452	\$8,875	\$9,542	\$10,800	\$3,551
Assistant Director	Lib II	1.000	\$60,258	\$64,002	\$64,002	\$11,610	\$12,420	\$12,960	\$5,760
Library Director	Director	1.000	\$80,330	\$85,342	\$85,342	\$12,000	\$14,440	\$14,440	\$7,681
Total FTE		11.350			\$525,828	\$83,597	\$101,894	\$136,280	\$42,222

Salaries, 2021-22, Full compensation

Minimum wage increase adjustment: 6.25%

Insurance: \$1,200

ID	Position	FTE	Current FT Salary	Proposed Salary w/ no step increase	Prorated Salary	Current Insurance	Insurance assumes 15% increase (Jan.-June)	Proposed Insurance monthly cap	Retirement
Shelver	Clerk I	0.300	\$25,459	\$27,061	\$8,118				
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$35,360	\$35,360	\$8,875	\$9,542	\$14,440	\$3,182
Public Service Clerks (FT)	Clerk II	1.000	\$30,493	\$35,360	\$35,360		\$9,542	\$14,440	\$3,182
Public Service Clerks (PT & subs)	Clerk II	1.500	\$30,493	\$35,360	\$53,040				
Children's Services Assistant	Assist I	0.750	\$35,880	\$40,165	\$30,124	\$8,875	\$9,542	\$10,800	\$2,711
Operations Assistant	Assist I	1.000	\$36,608	\$40,976	\$40,976	\$8,875	\$9,542	\$14,440	\$3,688
Collection Development Specialist	Assist II	0.625	\$42,910	\$47,632	\$29,770	\$4,783	\$5,136	\$9,000	\$2,679
Cataloging Specialist	Assist II	0.750	\$42,078	\$46,696	\$35,022	\$5,292	\$5,685	\$10,800	\$3,152
Outreach Librarian	Lib I	1.000	\$47,570	\$53,747	\$53,747	\$6,312	\$6,783	\$14,440	\$4,837
Children's Services Librarian	Lib I	0.675	\$49,504	\$55,931	\$37,753	\$8,100	\$9,720	\$9,720	\$3,398
Teen Services Librarian	Lib I	0.750	\$49,504	\$55,931	\$41,948	\$8,875	\$9,542	\$10,800	\$3,775
Assistant Director	Lib II	1.000	\$60,258	\$69,264	\$69,264	\$11,610	\$12,420	\$12,960	\$6,234
Library Director	Director	1.000	\$80,330	\$96,387	\$96,387	\$12,000	\$14,440	\$14,440	\$8,675
Total FTE		11.350			\$566,870	\$83,597	\$101,894	\$136,280	\$45,514



ANSWERS, Inc.

"Whatever the question..."

April 16, 2021

CONFIDENTIAL

Rachael Fox
Library Director
Hood River County Library District
541-387-7062

Sent via email to: rachael@hoodriverlibrary.org

Salary Survey Report Letter

Dear Rachael:

Enclosed are the results of the salary surveys that HR Answers, Inc. conducted for the Hood River County Library District for several roles. We determined position matches based on the job descriptions provided and our understanding of the recruitment area and industry.

In crafting the salary surveys, consideration was given to the level of each role and the available survey matches. The job summaries from each survey source are included on spreadsheet. The position titles should not be used to determine whether the matches are good ones; we recommend reviewing the summaries to ensure we have made appropriate matches, considering whether each result is a 70% or better match to the actual job. Do let us know if you have any concerns. Alternate options may be available which better suit the role (based on different experience requirements, for example).

After collecting the salary data, we aged it forward to April 2021. Each year we determine the appropriate aging factor based on the most recent major forecasts of salary structure movement. Based on these forecasts, we are using an annual factor of 2.9% to age data forward to 2021. We also adjusted the data, as necessary, so that it matches the labor market pay level for Hood River, Oregon. We use a service of the Economic Research Institute to do this, which is the nation's leading resource for geographic adjustments. Where a geographic adjustment is *de minimis* (i.e., less than 2%) it is omitted from our calculations. This is a commonly accepted practice among compensation professionals.

We also determined a weighted average salary by multiplying the average salary from each survey source by the number of employees reported for the position, summing the totals, and dividing by the total number of employees for all survey sources. This calculation adjusts for the influence organizations with many incumbents in one job have on market data. Summary results are noted at the bottom of the survey page on the line titled, "Data adjusted to: May 2021."

PORTLAND METRO

7650 SW Beveland St.
Suite 130
Tigard, OR 97223
(503) 885-9815

WILLAMETTE VALLEY

7287 Park Terrace Dr. NE
Suite 101
Keizer, OR 97303
(503) 463-7269

www.hranswers.com
877-287-4476

The weighted average represents the market rate and includes short- and long-term employees, as well as various performance levels. If your objective is to provide compensation to your staff that reflects market conditions, we suggest that your salary range midpoints approximate the weighted average in the market.

The data were obtained from several published salary surveys we determined were appropriate resources. The survey sources we selected were:

Economic Research Institute (ERI) Salary Assessor 2021

ERI provides compensation data (mean, median, percentiles) for both base pay and incentives for more than 6,200 position titles. Data, which is updated quarterly, is reported by location, industry, and size.

Nonprofit Times 2019 (Bluewater Nonprofit Solutions)

A survey open to all not-for-profit organizations with at least one 30-hour/week⁺ employee in the U.S., with 28 job families and 311 benchmark positions. Nearly 45% of the 397 participating organizations had 1-10 employees and nearly half (48%) were in the Northeastern region. Data cuts are available by operating budget or field of work.

Milliman Portland Area Cross Industry (PACS) 2020

The 38th annual survey, which provides compensation information for 210 jobs with data compiled from 87 major employers in the Portland Metro Area. The survey participants include both public and private employers.

Wage Access Compensation and Benefits Survey 2020

Wage Access provides compensation data (mean, median, percentiles) for base pay and incentives across multiple industries and including public and private employers across the country. The survey contains over 900 benchmark positions.

Association of Washington Cities 2019

This survey of local government salaries and benefits in Washington State continues to be an important service of the Association of Washington Cities. Ninety-six percent of the cities and counties in the state participated in this year's survey, including 258 of 281 cities and towns and 36 of 39 counties (92%). The survey is designed to present a compilation of salaries paid for more than 120 different job classifications in city and county governments

Please keep in mind that survey results should only be used as one factor in determining the pay level for a position, as it reflects external market pay. Other important considerations include:

- Recruitment and retention of job candidates;
- Actual degree of responsibility and accountability of the specific job as compared to others in the organization;
- Performance and job experience of the incumbent or prospective employee; and
- Present internal pay levels.

We hope this information provides a foundation for reviewing the enclosed salary data. Our process corresponds to usual and accepted compensation practices. If you have any questions

Affirmative Action Plans - Career Counseling - Coaching - Compensation - Compliance - Employee Relations
Handbooks - Harassment - HR Audit - HR Forms - HR Hotline - HR Resource Guides - Internal Investigations
Job Descriptions - Mediation - Organizational Development - Opinion Surveys - Outsourcing - Performance
Management - Recruitment - Resource Library - Termination - Training - Workshops

about the survey results, or if we can be of any further assistance, please let us know.

Amanda Wernli

Professional Consultant,
HR Answers, Inc.

Oregon Forest Resource Institute Salary Survey

POSITION: Assistant Library Director

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	SALARY RANGE		
				MINIMUM	MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Assistant Library Director	\$70,204	Not Reported	77	\$60,965	\$70,204	\$83,018
Scope: Govt. Support Svcs, \$2M budget; OR state avg.; Adj. down 4.8% to Hood River, OR						
Job Summary: "Aids Librarian in the daily functioning, planning, and administration of the library services program. Provides technical guidance and administrative direction over library staff. Coordinates activities of branch or departmental libraries. Analyzes and contributes in the coordination of departmental budget preparation and controls expenditures to administer approved budget. Reviews and evaluates orders for books, serial publications, magazines, newspapers, audio and visual recordings, computer programs, Internet website subscriptions, and other resource materials. Examines trade publications and materials, interviews publishers' representatives, and consults with others to select materials. Assists Director in administering personnel regulations, interviewing and appointing job applicants, staff evaluation, and promoting and discharging employees. Participates in community and professional meetings to discuss and act on library problems. May deliver book reviews and lectures to publicize library activities and services. May examine and select materials to be discarded, repaired, or replaced."						
Survey Source/Date: Wage Access 6/2020^*				10th Percentile		90th Percentile
Job Title: Library Manager	\$75,604	5	38	\$77,532	\$85,518	\$94,519
Scope: National data; Public Admin.; Adj. down 6.0% to Hood River, OR						
Job Summary: "Manages activities of library branch or department, and assists in selection and location of books, audiovisual and other materials. Trains and directs workers in receiving, shelving and locating materials. Examines book reviews, publishers' catalogs and other information sources to recommend material acquisition. Select materials to be discarded, repaired or replaced. Manages a project, functional area or department within a division at a single location. Job performance significantly impacts department operations and may impact profitability of organization. Receives broadly defined goals and objectives. Exercises independent judgment and makes decisions with some existing guidelines. Usually has budget and/or hiring authority. May supervise activities of supervisors and/or non-management employees."						
Survey Source/Date: Association of Washington Cities 7/2019^						
Job Title: Senior Librarian	\$59,222	12	25	\$53,236	\$59,222	\$66,695
Scope: WA state data, All Participants; Adj. down 12.1% to Hood River, OR						
Job Summary: "Performs professional library duties in a public library including acquisition of materials, cataloguing, and reference work. May be responsible for the operation of a full service branch library or may specialize in an area. May supervise other employees. Usually works under infrequent supervision. Makes effective recommendations to hire, fire, transfer and discipline employees. Typically requires a master's degree in library science and two years' experience." 12 city's salary ranges included."						
AVERAGES	\$69,709	17	140	\$63,911	\$71,648	\$81,411
DATA ADJUSTED TO: April 2021	\$70,824	17	140	\$65,551	\$73,487	\$83,500

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Outreach Specialist

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	MINIMUM	SALARY RANGE MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Outreach Specialist	\$45,224	Not Reported	77	\$41,338	\$45,224	\$50,663
Scope: Libraries & Archives, \$2M budget; Eugene, OR Adj. down 3.0% to Hood River, OR						
Job Summary: "Coordinates and executes community outreach efforts for an organization. Plans community engagement activities. Organizes and oversees marketing and multimedia plans to garner community support and raise awareness. Facilitates community engagement activities. Assists community members in accessing programs and services. Serves as liaison between members of the community and organizations. Answers incoming questions and concerns."						
Survey Source/Date: Wage Access 6/2020^^						
Job Title: Librarian 3	\$61,331	6	103	\$59,400	\$62,265	\$63,910
Scope: National data, Public Admin.; Adj. down 5.5% to Hood River, OR						
Job Summary: "Maintains and assists in locating library collections of books, serial publications, documents, audiovisual and other materials. Provides information on library activities, facilities, rules and services. Assists in use of reference sources, catalogs and indexes to locate information. Issues and receives materials for circulation or for use in library. Assembles and arranges displays of books and other library materials. Performs complex and specialized activities. Tasks are demanding and generally not clearly defined. Under limited supervision, makes assessments and exercises discretion in defined situations. Knowledge of extensive procedures in an occupational field to perform a wide variety of tasks. Undergraduate study or experience."						
Survey Source/Date: Bluewater Nonprofit Solutions 5/2018^						
Job Title: Program Director/Manager	\$55,824	48	96	\$28,530	\$55,824	\$117,924
Scope: National data, \$1M-<2.5M budget; Adj. down 4.9% to Hood River, OR						
Job Summary: "Plan, direct, or manage the activities of one or more programs for an organization. May be responsible for developing new programs and services, overseeing program implementation, training staff and volunteers, establishing and managing partnerships with public and private organizations, measuring and monitoring program success, building organizational capacity to deliver programs, reporting on program outcomes, fundraising, and budgeting. May supervise staff."						
AVERAGES	\$54,922	54	276	\$43,089	\$54,438	\$77,499
DATA ADJUSTED TO: April 2021	\$57,135	54	276	\$44,728	\$56,508	\$80,447

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Cataloging Specialist

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	SALARY RANGE		
				MINIMUM	MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Catalog Librarian	\$53,392	Not Reported	27	\$46,477	\$53,392	\$62,756
Scope: Libraries & Archives, \$2M budget, Eugene, OR; Adj. down 7.8% to Hood River, OR						
Job Summary: "Compiles and catalogs information on print and nonprint library materials, such as books and periodicals, identify materials and integrating information into library catalog, using various classification systems, including the Dewey Decimal system. Produces a log that identifies a book or publication's author, title, subject, publisher, publication date, edition, classification number, and location in the library. Verifies and cross-references data with information printed on the title page of books, and integrates changes into the data systems. Marks classification number from log into library material for identification."						
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Library Technician	\$43,691	Not Reported	27	\$37,994	\$43,691	\$50,910
Scope: Libraries & Archives, \$2M budget, Eugene, OR; Adj. down 3.0% to Hood River, OR						
Job Summary: "Assists Librarian in information services: answers questions regarding available references, and helps public in use of available references and bibliographic tools, such as Library of Congress catalog. Performs routine cataloging and coding of library materials, arranges and maintains periodicals, prepares volumes for binding, handles interlibrary loan requests, prepares invoices, retrieves information from databases, and supervises support staff."						
Survey Source/Date: Association of Washington Cities 7/2019^						
Job Title: Library Technician	\$41,528	11	87	\$35,624	\$41,528	\$44,897
Scope: WA state data, All Participants; Adj. down 12.4% to Hood River, OR						
Job Summary: "Performs paraprofessional library duties involving acquisition, cataloging, circulation or reference work under general supervision of a professional librarian. Answers routine questions regarding the use of basic bibliographic and reference tools; maintains and processes acquisition records, which may include computer input; maintains shelf lists and public catalogs; arranges for inter library loans of material. Typically requires a two year degree and one year of experience." 11 city's salary ranges included (cities with part-time staff/below 7500 in population and with flat rates were excluded).						
AVERAGES	\$44,214	11	141	\$40,032	\$46,203	\$52,854
DATA ADJUSTED TO: April 2021	\$45,654	11	141	\$40,736	\$47,017	\$53,785

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Children's Services Assistant

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	SALARY RANGE		
				MINIMUM	MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Library Associate	\$40,376	Not Reported	117	\$35,896	\$40,376	\$46,022
Scope: Libraries & Archives, \$2M budget, OR state avg.; Adj. down 5.0% to Hood River, OR						
Job Summary: "Assists the Librarian with research projects. Takes care of interlibrary loans and maintains various databases. Helps organize special events and outreach events for the community. Assists with planning of and conducts and helps with public tours, class visits, book talks, and in-school assembly and other library programs. Produces graphic information and creates displays to promote library services. Answers patrons' questions about literature, activities, and library services; and helps people find specific materials or information. Issues library cards and checks out books and materials to them. Acquires books and other materials from other libraries, catalogs and shelves materials, assists with the maintenance of library materials, and organizes bookshelves. Answers phones and assists Librarians in in any way needed. Uses electronic circulation system to track down overdue books or materials, sends out overdue notices, and collect fines. May specialize in certain areas if working in a larger library."						
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Program Specialist (Non-Profit)	\$44,996	Not Reported	227	\$39,606	\$44,996	\$52,295
Scope: Libraries & Archives, \$2M budget, OR state avg.; Adj. down 5.1% to Hood River, OR						
Job Summary: "Coordinates and performs administrative support for one or more programs in a non-profit organization. Oversees projects and communicates between teams to assist in the overall completion of tasks and assignments in a timely manner. Develops and implements programs and initiatives designed to publicize the organization and increase public awareness. Maintains an in-depth knowledge of standard concepts, procedures and practices within necessary relevant fields. Interacts with participants and communicates with community members and general public to increase program awareness. Plans and organizes program-related activities and events."						
Survey Source/Date: Wage Access 6/2020^*~						
Job Title: Library Clerk	\$31,851	6	149	\$29,604	\$30,373	\$44,785
Scope: National data, Public Admin.; No adj.						
Job Summary: "Compiles records, sorts and shelves books, and issues and receives library materials, pictures, cards, slides and microfilm. Locates library materials for loan and replaces material in shelving area, stacks or files according to identification number and title. Registers patrons to borrow books, periodicals and other library materials. Performs varied activities. Tasks are involved and occasionally not clearly defined. Under general supervision, exercises some discretion in routine situations. Knowledge of commonly used procedures; requires some previous training."						
AVERAGES	\$39,927	6	493	\$35,035	\$38,582	\$47,701
DATA ADJUSTED TO: April 2021	\$40,219	6	493	\$35,318	\$38,893	\$48,085

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute
Salary Survey

POSITION: Children’s Services Librarian & Teen Services Librarian

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	MINIMUM	SALARY RANGE MIDPOINT	MAXIMUM
Survey Source/Date: Portland Area Cross-Industry 1/2020						
Job Title: Program Coordinator	\$65,095	8	219	\$52,881	\$64,698	\$76,514
Scope: Govt/Education, Portland Metro Area; Adj. down 9.8% to Hood River, OR						
Job Summary: "Plans, organizes, coordinates and evaluates a small to moderate-sized program or project • Plans and monitors performance against program goals and objectives and ensures program results • Interacts with internal and external program or project stakeholders to build program support • Requires strong analytical and communications skills and program/project management capabilities • May provide program leadership and work direction of other program support staff • Typically requires a bachelor’s degree and 2-4 years related experience."						
Survey Source/Date: Economic Resource Institute 4/2021^^	median			10th Percentile		90th Percentile
Job Title: Program Specialist (Non-Profit)	\$44,996	Not Reported	227	\$39,606	\$44,996	\$52,295
Scope: Libraries & Archives, \$2M budget, OR state avg.; Adj. down 5.1% to Hood River, OR						
Job Summary: "Coordinates and performs administrative support for one or more programs in a non-profit organization. Oversees projects and communicates between teams to assist in the overall completion of tasks and assignments in a timely manner. Develops and implements programs and initiatives designed to publicize the organization and increase public awareness. Maintains an in-depth knowledge of standard concepts, procedures and practices within necessary relevant fields. Interacts with participants and communicates with community members and general public to increase program awareness. Plans and organizes program-related activities and events."						
Survey Source/Date: Wage Access 6/2020^^						
Job Title: Librarian 3	\$61,331	6	103	\$59,400	\$62,265	\$63,910
Scope: National data, Public Admin.; Adj. down 5.5% to Hood River, OR						
Job Summary: "Maintains and assists in locating library collections of books, serial publications, documents, audiovisual and other materials. Provides information on library activities, facilities, rules and services. Assists in use of reference sources, catalogs and indexes to locate information. Issues and receives materials for circulation or for use in library. Assembles and arranges displays of books and other library materials. Performs complex and specialized activities. Tasks are demanding and generally not clearly defined. Under limited supervision, makes assessments and exercises discretion in defined situations. Knowledge of extensive procedures in an occupational field to perform a wide variety of tasks. Undergraduate study or experience."						
AVERAGES	\$56,078	14	549	\$50,629	\$57,320	\$64,240
DATA ADJUSTED TO: April 2021	\$56,333	14	549	\$51,037	\$57,782	\$64,758

^ Median salary provided in lieu of Weighted Average, which was not available
* Salary percentiles provided in lieu of salary ranges which were not available
~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Collection Development Specialist

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	MINIMUM	SALARY RANGE MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Library Specialist	\$43,837	Not Reported	77	\$39,055	\$43,837	\$50,059
Scope: Libraries & Archives, \$2M budget, OR state avg.; Adj. down 5.1% to Hood River, OR						
Job Summary: "Performs complex library services and operations that require specialized knowledge of a subject, language, or discipline. Assists library patrons with research and complex and technical assignments and requests; searches computer databases, catalog files, and shelves to locate information. Processes and conducts complex bibliographic searching and verification, and monitors and analyzes changes in bibliographic records for online systems and software. Performs reference management activities and creates and edits complex bibliographic records in all formats. Administers library programs, prepares invoices, and codes library materials. Interprets and enforces library policies, handles specialized materials, and instructs users in the use of internal and external information resources. Reviews and distributes publisher notices and reports; monitors quality of materials received and oversees the collecting, preparing and processing of library materials; and prepares reports and performs data backup for a library unit and department. Helps patrons find library resources such as books, reference materials, electronic journals, and audiovisual equipment. Maintains periodicals, reference materials, and library collections."						
Survey Source/Date: Wage Access 6/2020^*						
Job Title: Librarian 2	\$51,373	7	147	\$49,313	\$51,036	\$53,066
Scope: National data, Public Admin.; Adj. down 4.2% to Hood River, OR						
Job Summary: "Maintains and assists in locating library collections of books, serial publications, documents, audiovisual and other materials. Provides information on library activities, facilities, rules and services. Assists in use of reference sources, catalogs and indexes to locate information. Issues and receives materials for circulation or for use in library. Assembles and arranges displays of books and other library materials. Performs moderately complex and specialized activities. Tasks are involved and occasionally not clearly defined. Under general supervision, makes assessments and exercises some discretion in routine situations. Knowledge of standardized procedures. Requires considerable training or experience."						
Survey Source/Date: Association of Washington Cities 7/2019^						
Job Title: Library Technician	\$41,528	11	87	\$35,624	\$41,528	\$44,897
Scope: WA state data, All Participants; Adj. down 12.4% to Hood River, OR						
Job Summary: "Performs paraprofessional library duties involving acquisition, cataloging, circulation or reference work under general supervision of a professional librarian. Answers routine questions regarding the use of basic bibliographic and reference tools; maintains and processes acquisition records, which may include computer input; maintains shelf lists and public catalogs; arranges for inter library loans of material. Typically requires a two year degree and one year of experience." 11 city's salary ranges included (cities with part-time staff/below 7500 in population and with flat rates excluded).						
AVERAGES	\$46,753	18	311	\$41,331	\$45,467	\$49,341
DATA ADJUSTED TO: April 2021	\$47,978	18	311	\$42,392	\$46,634	\$50,607

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Library Director

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	MINIMUM	SALARY RANGE MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021^*	median			10th Percentile		90th Percentile
Job Title: Library Director	\$87,489	Not Reported	10	\$74,278	\$87,489	\$105,057
Scope: Libraries & Archives, \$2M budget, Eugene, OR; Adj. down 2.2% to Hood River, OR						
Job Summary: "Plans and administers the operation of library services. Coordinates activities of branch or departmental libraries. Develops goals and objectives, policies, procedures, and programs. Presents recommendations on library policies and services to governing body, such as Board of Directors or Board of Trustees, and implements policy decisions. Supervises staff participating in cataloging, classifying, and indexing library acquisitions and keeping records of items checked out."						
Survey Source/Date: Wage Access 9/2020^**						
Job Title: Library Director	\$118,013	10	11	\$56,180	\$128,080	\$166,994
Scope: National data, All Participants; Adj. down 5.6% to Hood River, OR						
Job Summary: "Directs and coordinates library services and activities of branch or departmental libraries. Establishes library policies and procedures, departmental budget and control of expenditures. Reviews and evaluates orders for books and audiovisual materials. Examines trade publications and materials, and consults with publishers' representatives to select materials. Conducts staff meetings and participates in community and professional meetings to publicize library activities and services. Directs and coordinates activities of a division or department at one or more locations. Job performance impacts business operations and profitability of organization. Defines own goals and objectives based on corporate strategy. Has great latitude to exercise judgment and makes decisions with no existing guidelines. Has budget and hiring authority. Directs activities of managers and/or supervisors."						
Survey Source/Date: Association of Washington Cities 7/2019^						
Job Title: Library Director	\$85,541	13	13	\$80,006	\$85,541	\$98,600
Scope: WA state data, All Participants; Adj. down 11.2% to Hood River, OR						
Job Summary: "Plans, organizes and directs the delivery of library services. Supervises library and volunteer staff. MLS Required."						
AVERAGES	\$96,620	23	34	\$70,155	\$100,370	\$123,550
DATA ADJUSTED TO: April 2021	\$99,099	23	34	\$71,785	\$102,702	\$126,421

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Operations Assistant

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	MINIMUM	SALARY RANGE MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 10/2020^*	median			10th Percentile		90th Percentile
Job Title: Operations Associate	\$49,424	Not Reported	27	\$43,927	\$49,424	\$56,914
Scope: Libraries & Archives, \$2M budget, Eugene, OR; Adj. down 2.9% to Hood River, OR						
Job Summary: "Performs the day to day tasks that make the organization run smoothly and efficiently. Enforces operational policies and standards and ensures compliance with all safety and security procedures. Provides administrative support to the organization, including scheduling, drafting emails, and reporting on operations to management. Supports accounts payable and accounts receivable management including data entry of invoices, check disbursements, monthly reporting, reconciliation, and monitoring overdue accounts. Orders and monitors inventory supplies and audits expenses. Serves as a point of contact concerning facility operations. Communicates with vendors, clients, and across departments. Assists in the development and preparation of the annual budgets."						
Survey Source/Date: Economic Resource Institute 10/2020^*	median			10th Percentile		90th Percentile
Job Title: Library Services Coordinator	\$44,730	Not Reported	27	\$38,940	\$44,730	\$52,119
Scope: Libraries & Archives, \$2M budget, Eugene, OR; Adj. down 3.0% to Hood River, OR						
Job Summary: "Facilitates library services including book rentals, computer rentals, room reservations, printing and copying. Assists librarians in the organization and maintenance of library materials and equipment. Answers inquiries regarding rental availability, library material location, payment and library technology. Shelves and retrieves books, publications, magazines and other physical library materials. Monitors the library and helps enforce library policies, procedures and standards. Tracks supply inventory and orders new supplies as needed. Communicates regularly with librarians and assists in the completion of administrative tasks."						
Survey Source/Date: Bluewater Nonprofit Solutions^ (5/2018)^						
Job Title: Volunteer Coordinator	\$33,150	8	8	\$25,000	\$33,150	\$42,000
Scope: National data, \$1M-<2.5M budget; No Adj.						
Job Summary: "Coordinate operational and administrative activities for an organization's volunteer engagement program. May be responsible for identifying volunteer service opportunities, recruiting and training volunteers, recognizing volunteer contributions, equipping volunteers for leadership roles and new assignments, soliciting volunteer feedback, maintaining volunteer records, and producing communication materials."						
AVERAGES	\$45,280	8	62	\$35,956	\$42,435	\$50,344
DATA ADJUSTED TO: April 2021	\$45,763	8	62	\$36,947	\$43,604	\$51,732

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Public Service Clerk

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	MINIMUM	SALARY RANGE MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021 [^]	median			10th Percentile		90th Percentile
Job Title: Library Assistant	\$36,700	Not Reported	117	\$32,940	\$36,700	\$41,470
Scope: Libraries & Archives, \$2M budget, OR State Avg.; Adj. down 5.0% to Hood River, OR						
Job Summary: "Assists Librarian in compiling records, sorting and shelving books, and issuing and receiving library materials, such as books, films, slides, recordings, and CD-ROMS. Records identifying data and due date to issue item to patrons. Inspects returned item for damage, verifies due-date, and computes and receives overdue fines. Reviews records of overdue item and issues overdue notices to borrowers. Sorts books, publications, and other items according to classification code and returns them to shelves, files, or other designated storage area. Locates books and publications for patrons. Issues borrower's identification card according to established procedures. Maintains files. Repairs books and places plastic covers on new books. Answers inquiries of paraprofessional nature on telephone and in person and refers people requiring professional assistance to Librarian."						
Survey Source/Date: Economic Resource Institute 4/2021 [^]	median			10th Percentile		90th Percentile
Job Title: Information Clerk	\$32,637	Not Reported	677	\$30,971	\$32,637	\$41,423
Scope: Libraries & Archives, \$2M budget OR state avg.; Adj. down 4.8% to Hood River, OR						
Job Summary: "Greet and answers inquiries from persons entering facilities. Informs people of things, such as location of departments, offices, and activities conducted at facility. Gives information concerning services. Performs clerical duties and other duties pertinent to type of establishment. May receive and answer requests for information about organization. May call employees or officials to information desk to answer inquiries."						
Survey Source/Date: Portland Area Cross-Industry 1/2020						
Job Title: Office Assistant - Intermediate	\$37,848	7	401	\$33,083	\$38,737	\$44,391
Scope: Govt./Education, Portland Metro Area; Adj. down 10.2% to Hood River, OR						
Job Summary: Performs semi-routine clerical duties requiring familiarity with related work performed in the same or other departments • Work performed may include: document processing, record keeping, report compilation, working with figures, operating simple office machines and contacting customers or suppliers • Duties require limited judgment and may be varied or specialized • Works under limited supervision • May include clerk typists, production clerks, etc. • This is the intermediate level position, typically requiring 1-2 years' previous experience.						
AVERAGES	\$34,784	7	1,195	\$32,332	\$36,025	\$42,428
DATA ADJUSTED TO: April 2021	\$35,207	7	1,195	\$32,723	\$36,461	\$42,941

[^] Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Oregon Forest Resource Institute Salary Survey

POSITION: Public Service Clerk

	WEIGHTED AVERAGE	NO. COMPANIES	NO. INCUMBENTS	MINIMUM	SALARY RANGE MIDPOINT	MAXIMUM
Survey Source/Date: Economic Resource Institute 4/2021^^	median			10th Percentile		90th Percentile
Job Title: Library Assistant	\$36,700	Not Reported	117	\$32,940	\$36,700	\$41,470
Scope: Libraries & Archives, \$2M budget, OR State Avg.; Adj. down 5.0% to Hood River, OR						
Job Summary: "Assists Librarian in compiling records, sorting and shelving books, and issuing and receiving library materials, such as books, films, slides, recordings, and CD-ROMS. Records identifying data and due date to issue item to patrons. Inspects returned item for damage, verifies due-date, and computes and receives overdue fines. Reviews records of overdue item and issues overdue notices to borrowers. Sorts books, publications, and other items according to classification code and returns them to shelves, files, or other designated storage area. Locates books and publications for patrons. Issues borrower's identification card according to established procedures. Maintains files. Repairs books and places plastic covers on new books. Answers inquiries of paraprofessional nature on telephone and in person and refers people requiring professional assistance to Librarian."						
Survey Source/Date: Wage Access 6/2020^^~						
Job Title: Library Clerk	\$31,851	6	149	\$29,604	\$30,373	\$44,785
Scope: National data, Public Admin.; No adj.						
Job Summary: "Compiles records, sorts and shelves books, and issues and receives library materials, pictures, cards, slides and microfilm. Locates library materials for loan and replaces material in shelving area, stacks or files according to identification number and title. Registers patrons to borrow books, periodicals and other library materials. Performs varied activities. Tasks are involved and occasionally not clearly defined. Under general supervision, exercises some discretion in routine situations. Knowledge of commonly used procedures; requires some previous training."						
Survey Source/Date: Portland Area Cross-Industry 1/2020						
Job Title: Office Assistant - Entry	\$33,157	6	16	\$28,744	\$34,000	\$39,257
Scope: Govt./Education, Portland Metro Area; Adj. down 10.1% to Hood River, OR						
Job Summary: "Performs simple or routine clerical duties of a general nature requiring little or no previous experience or training • Work performed may include: processing repetitive documents in accordance with established procedures or specific instructions, recording data, listing data, fi ling, simple typing and operating copy machine • Works under close supervision • May include file clerks, posting clerks, production clerks, etc. • Entry level position typically requiring basic clerical skills, but little or no previous work experience."						
AVERAGES	\$33,937	12	282	\$30,429	\$33,691	\$41,837
DATA ADJUSTED TO: April 2021	\$34,441	12	282	\$31,043	\$34,371	\$42,681

^ Median salary provided in lieu of Weighted Average, which was not available

* Salary percentiles provided in lieu of salary ranges which were not available

~ Geographic adjustments within 2% require no adjustment

Utilities, 2020-21

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	10,160	12,960	12,400	10,000	10,080	11,840	11,680	11,520	11,120	10,720			112,480
<i>Cost</i>	\$1,166.73	\$1,388.66	\$1,330.10	\$1,162.62	\$1,139.22	\$1,215.00	\$1,174.93	\$1,107.15	\$1,081.71	\$1,062.47			\$11,828.59
Garbage													
<i>Cost</i>	\$130.00	\$130.00	\$130.00	\$132.86	\$132.86	\$132.88	\$132.86	\$132.86	\$132.86	\$132.86			\$1,320.04
Internet													
<i>Hood River</i>	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00			\$1,250.00
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00			\$1,000.00
Natural gas													
<i>Units</i>	95	64	71	85	510	939	903	1047	821	621			5156
<i>Therms</i>	113.7	76.4	86.3	101.6	614.6	1116.5	1071.9	1248.0	989	736.5			6154.0
<i>Cost</i>	\$90.35	\$77.76	\$85.77	\$98.14	\$527.93	\$971.00	\$969.47	\$996.04	\$864.15	\$643.78			\$5,324.39
Telephone													
<i>AT&T</i>	\$50.24	\$50.24	\$50.24	\$50.43	\$50.43	\$50.43	\$52.55	\$52.55	\$52.55	\$52.63			\$512.29
<i>CenturyLink</i>	\$66.34	\$65.89	\$65.89	\$65.89	\$67.31	\$67.31	\$67.52	\$67.22	\$67.22	\$72.11			\$672.70
<i>County</i>	\$253.87	\$273.38	\$273.38	\$242.77	\$263.33	\$246.94	\$320.70	\$242.82	\$239.46				\$2,356.65
<i>Mobile reimbursement</i>													\$0.00
Water - Building													
<i>1K gallons</i>	2	2	1	1	1	1	0	3	3	3			17
<i>Cost</i>	\$410.95	\$422.21	\$416.93	\$416.93	\$416.93	\$416.93	\$411.65	\$427.49	\$419.33	\$411.65			\$4,171.00
Water – Gardens													
<i>1K gallons</i>	59	97	12	23	27	0	0	0	0	0			218
<i>Cost</i>	\$187.16	\$289.67	\$72.07	\$100.23	\$110.47	\$41.35	\$41.35	\$41.35	\$41.35	\$41.35			\$966.35
TOTAL	\$2,530.40	\$2,872.57	\$2,599.14	\$2,416.28	\$2,872.81	\$3,316.41	\$3,343.48	\$3,239.93	\$3,071.08	\$2,589.22	\$0.00	\$0.00	\$28,889.72

Utilities, 2019-20

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	14,960	15,280	15,200	14,480	11,920	13,040	12,640	13,040	11,760	7,200	3,600	6,000	139,120
<i>Cost</i>	\$1,553.71	\$1,558.94	\$1,548.67	\$1,496.68	\$1,303.97	\$1,335.50	\$1,260.89	\$1,306.03	\$1,297.17	\$854.54	\$494.36	\$824.14	\$14,834.60
Garbage													
<i>Cost</i>	\$122.59	\$125.79	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$97.51	\$130.00	\$1,515.89
Internet													
<i>Hood River</i>	\$326.74												\$326.74
<i>Parkdale</i>	\$100.00	\$100.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$2,450.00
Natural gas													
<i>Units</i>	139	0	100	379	592	937	1095	782	610	32	10	157	4833
<i>Therms</i>	167.1	0.0	118.1	452.5	705.7	1109.4	1298.7	947.0	732	37.8	11.8	186.2	5766.3
<i>Cost</i>	\$129.07	\$15.96	\$113.82	\$390.90	\$593.84	\$918.97	\$1,087.04	\$813.40	\$605.33	\$50.58	\$27.91	\$17.58	\$4,764.40
Telephone													
<i>AT&T</i>	\$49.94	\$49.94	\$49.98	\$49.98	\$49.87	\$49.87	\$49.82	\$49.82	\$49.82	\$49.68	\$49.68	\$49.68	\$598.08
<i>CenturyLink</i>	\$63.53	\$63.18	\$63.18	\$63.18	\$63.28	\$63.28	\$62.47	\$62.47	\$64.96	\$64.96	\$64.59	\$64.69	\$763.77
<i>County</i>	\$240.83	\$242.41	\$248.07	\$246.70	\$244.05	-	\$498.02	\$246.89	\$242.15	\$252.48	\$248.23		\$2,709.83
<i>Mobile reimbursement</i>				\$540.00									\$540.00
Water - Building													
<i>1K gallons</i>	7	5	7	6	5	6	4	4	11	5	16	0	76
<i>Cost</i>	\$422.99	\$425.99	\$436.60	\$431.47	\$426.34	\$431.47	\$421.21	\$410.65	\$436.60	\$426.34	\$0.00	\$400.69	\$4,670.35
Water – Gardens													
<i>1K gallons</i>	0	125	96	106	14	0	0	0	0	0	0	70	411
<i>Cost</i>	\$0.00	\$342.75	\$279.29	\$304.19	\$75.11	\$40.25	\$40.25	\$40.25	\$40.25	\$40.25	\$0.00	\$214.55	\$1,417.14
TOTAL	\$2,959.46	\$2,875.02	\$3,044.63	\$3,263.22	\$3,290.67	\$3,144.47	\$3,724.88	\$3,234.69	\$3,041.46	\$2,044.15	\$1,157.60	\$1,876.65	\$33,452.72

Utilities, 2018-19

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	13,600	18,160	15,120	14,000	10,560	12,800	12,640	12,640	14,240	12,480	12,080	12,160	160,480
<i>Cost</i>	\$1,584.41	\$2,020.18	\$1,688.79	\$1,536.62	\$1,252.90	\$1,348.42	\$1,341.87	\$1,350.85	\$1,420.01	\$1,321.54	\$1,308.77	\$1,320.60	\$17,494.96
Garbage													
<i>Cost</i>	\$119.96	\$122.59	\$122.59	\$122.59	\$122.59	\$122.59	\$122.59	\$122.59	\$122.59	\$122.59	\$122.59	\$122.59	\$1,468.45
Internet													
<i>Hood River</i>	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$3,920.88
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>	46	26	73	213	386	924	924	925	820	473	211	117	5138
<i>Therms</i>	56.9	32.4	87.2	257.3	456.3	1093.1	1095.9	1095.2	1,269	557.7	252.4	142.6	6396.0
<i>Cost</i>	\$56.99	\$43.33	\$89.67	\$233.54	\$396.38	\$913.00	\$948.28	\$897.29	\$1,026.87	\$487.81	\$249.90	-\$25.35	\$5,317.71
Telephone													
<i>AT&T</i>	\$91.08	\$79.36	\$225.60	\$145.17	\$145.43	\$145.43	\$145.63	\$78.96	\$103.14	\$103.03	\$49.48	\$49.48	\$1,361.79
<i>CenturyLink</i>	\$59.32	\$59.32	\$59.32	\$60.10	\$60.08	\$60.80	\$60.11	\$61.15	\$62.42	\$62.11	\$62.19	\$62.19	\$729.11
<i>County</i>	\$239.09	\$238.59	None	\$487.26	None	\$477.38	\$236.72	Missing inv	\$244.59	\$242.77	\$246.84	\$245.40	\$2,658.64
<i>Mobile reimbursement</i>			\$900.00										\$900.00
Water - Building													
<i>1K gallons</i>	7	8	9	5	6	5	14	14	10	8	5	5	96
<i>Cost</i>	\$400.32	\$427.97	\$427.97	\$413.03	\$418.01	\$413.03	\$457.85	\$422.01	\$404.05	\$427.97	\$413.03	\$422.99	\$5,048.23
Water – Gardens													
<i>1K gallons</i>	116	140	196	147	64	0	0	0	0	0	0	0	663
<i>Cost</i>	\$303.98	\$377.84	\$513.36	\$394.78	\$193.92	\$39.04	\$39.04	\$1.39	\$1.39	\$1.39	\$0.00	\$0.00	\$1,866.13
TOTAL	\$3,190.81	\$3,716.56	\$3,328.44	\$3,793.24	\$3,071.48	\$3,801.00	\$3,633.20	\$3,282.02	\$3,708.66	\$3,092.92	\$2,830.06	\$2,575.16	\$39,704.11

Utilities, 2017-18

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	17,040	17,680	21,600	16,720	12,640	12,960	14,480	12,280	14,320	9,760	13,120	12,160	174,760
<i>Cost</i>	\$1,802.66	\$1,886.56	\$2,207.78	\$1,744.66	\$1,370.30	\$1,383.04	\$1,500.51	\$1,404.54	\$1,478.98	\$1,120.38	\$1,316.37	\$1,383.54	\$18,599.32
Garbage													
<i>Cost</i>	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$119.96	\$1,439.52
Internet													
<i>Hood River</i>	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$3,920.88
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>	121	92	203	287	396	712	1124	623	726	452	196	100	5032
<i>Therms</i>	150.9	113.5	244.4	343.0	471.6	853.0	1347.7	773.8	874.8	557.3	244.6	124.6	6099.2
<i>Cost</i>	\$153.37	\$119.28	\$238.62	\$328.77	\$426.89	\$739.01	\$1,173.41	\$707.43	\$724.70	\$483.67	\$243.62	\$7.06	\$5,345.83
Telephone													
<i>AT&T</i>	\$24.44	\$24.44	\$24.44	\$24.57	\$24.57	\$24.57	\$24.63	\$24.63	\$24.63	\$25.08	\$25.08	\$25.08	\$296.16
<i>CenturyLink</i>	\$58.96	\$58.93	\$58.93	\$59.32	\$59.32	\$51.97	\$59.47	\$59.42	\$59.42	\$59.19	\$59.32	\$59.19	\$703.44
<i>County</i>	\$240.35	\$242.80	\$240.20	\$238.10	\$243.94	\$242.73	\$243.97	\$249.18	\$243.97	\$238.85	\$244.92		\$2,669.01
Water - Building													
<i>1K gallons</i>	7	8	9	5	26	6	7	5	5	11	5	8	102
<i>Cost</i>	\$376.56	\$405.02	\$409.72	\$390.42	\$489.62	\$395.62	\$400.32	\$390.92	\$390.92	\$419.12	\$390.92	\$405.02	\$4,864.18
Water – Gardens													
<i>1K gallons</i>	111	160	271	208	64	2	0	0	0	0	0	65	881
<i>Cost</i>	\$278.50	\$405.18	\$660.48	\$515.58	\$184.34	\$41.78	\$37.18	\$37.18	\$37.18	\$37.18	\$37.18	\$186.68	\$2,458.44
TOTAL	\$3,457.10	\$3,664.47	\$4,362.43	\$3,823.55	\$3,321.11	\$3,400.85	\$3,961.56	\$3,395.37	\$3,481.87	\$2,905.09	\$2,839.03	\$2,588.19	\$41,200.62

Utilities, 2016-17

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	11,200	14,960	15,600	15,600	13,040	14,160	15,760	13,760	13,520	12,800	13,120		153,520
<i>Cost</i>	\$1,307.43	\$1,606.59	\$1,643.69	\$1,589.05	\$1,358.59	\$1,455.68	\$1,554.87	\$1,427.07	\$1,403.97	\$1,336.49	\$1,391.01	\$1,642.57	\$17,717.01
Garbage													
<i>Cost</i>	\$116.16	\$138.29	\$116.59	\$116.59	\$116.59	\$116.59	\$116.59	\$117.58	\$117.58	\$117.58	\$117.58	\$119.96	\$1,427.68
Internet													
<i>Hood River</i>	\$324.95	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$326.74	\$3,919.09
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>	0	0	0	23	372	978	1484	994	705	522	337	198	5613
<i>Therms</i>	0.0	0.0	0.0	0.0	460.2	1186.3	1751.1	1173.9	9436.0	646.8	416.9	243.9	15315.1
<i>Cost</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,085.92	\$1,575.18	\$1,049.02	\$791.45	\$598.38	\$395.86	\$129.90	\$5,625.71
Telephone													
<i>CenturyLink</i>	\$116.26	\$59.07	\$59.07	\$58.91	\$58.96	\$58.96	\$58.96	\$58.85	\$58.85	\$59.01	\$58.96	\$58.96	\$764.82
<i>County</i>	\$236.90	\$231.71	\$246.50	\$239.15	\$243.75	\$237.09	\$229.23	\$238.07	\$234.39	\$239.92	\$238.84	\$240.35	\$2,855.90
<i>Parkdale</i>	\$73.45	\$73.45	\$24.38	\$24.38									
Water - Building													
<i>1K gallons</i>	7	7	8	6	26	0	5	0	11	6	6	6	88
<i>Cost</i>	\$365.09	\$380.99	\$385.42	\$376.56	\$465.16	\$292.39	\$372.13	\$372.13	\$376.56	\$376.56	\$376.56	\$376.56	\$4,516.11
Water – Gardens													
<i>1K gallons</i>	117	187	185	155	57	1	0	0	0	0	0	51	753
<i>Cost</i>	\$265.02	\$444.94	\$440.56	\$374.86	\$160.24	\$37.60	\$35.41	\$35.41	\$35.41	\$35.41	\$37.60	\$147.10	\$2,049.56
TOTAL	\$2,831.81	\$3,288.33	\$3,318.57	\$3,181.86	\$2,830.03	\$3,710.97	\$4,369.11	\$3,724.87	\$3,444.95	\$3,190.09	\$3,043.15	\$3,142.14	\$40,075.88

Utilities, 2015-16

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	15,520	16,160	16,000	12,880	12,400	12,160	14,240	12,160	11,840	11,200	13,040	11,840	159,440
<i>Cost</i>	\$1,692.83	\$1,759.26	\$1,729.45	\$1,443.80	\$1,354.41	\$1,276.90	\$1,427.24	\$1,292.51	\$1,250.56	\$1,250.21	\$1,406.34	\$1,319.59	\$17,203.10
Garbage													
<i>Cost</i>	\$115.14	\$115.14	\$115.14	\$115.14	\$115.14	\$115.14	\$115.14	\$116.16	\$116.16	\$116.16	\$116.16	\$116.16	\$1,386.78
Internet													
<i>Hood River</i>	\$324.95		\$324.95	\$324.95	\$324.95	\$324.95	\$324.95	\$324.95	\$324.95	\$324.95	\$324.95	\$324.95	\$3,574.45
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>	160	72	90	143	211	347	964	1139	590	649	410	28	4803
<i>Therms</i>	194.6	87.7	109.5	173.2	252.1	412.2	1136.6	1342.9	715.7	793.7	505.5	34.5	5758.2
<i>Cost</i>	\$66.26	\$103.21	\$124.96	\$188.54	\$267.29	\$405.31	\$1,052.74	\$1,240.90	\$712.33	\$765.41	\$514.60	\$55.28	\$5,496.83
Telephone													
<i>CenturyLink</i>	\$130.70	\$130.01	\$107.16	\$109.59	\$139.50	\$110.49	\$108.43	\$109.43	\$110.02	\$109.31	\$109.19	\$110.93	\$1,384.76
<i>County</i>	\$231.56	\$236.47	\$236.50	\$234.19	\$237.93	\$234.64	\$232.53	\$232.83	\$238.96	\$229.25	\$237.80	\$237.75	\$2,820.41
Water - Building													
<i>1K gallons</i>	6	7	8	8	8	5	6	6	6	7	8	12	87
<i>Cost</i>	\$327.76	\$331.63	\$335.50	\$335.50	\$356.19	\$345.63	\$349.71	\$360.86	\$360.86	\$365.09	\$351.40	\$352.40	\$4,172.53
Water – Gardens													
<i>1K gallons</i>	47	234	208	100	56	28	0	0	0	0	0	9	682
<i>Cost</i>	\$112.40	\$445.26	\$398.98	\$206.74	\$131.87	\$83.93	\$32.19	\$32.19	\$32.19	\$32.19	\$32.19	\$211.69	\$1,751.82
TOTAL	\$3,101.60	\$3,220.98	\$3,472.64	\$3,058.45	\$3,027.28	\$2,996.99	\$3,742.93	\$3,809.83	\$3,246.03	\$3,292.57	\$3,192.63	\$2,828.75	\$38,990.68

Utilities, 2014-15

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	18,800	20,320	22,000	20,480	14,960	13,920	12,400	12,560	11,760	12,640	12,800	14,880	187,520
<i>Cost</i>	\$1,922.48	\$2,054.94	\$2,151.97	\$1,931.51	\$1,516.76	\$1,427.67	\$1,267.10	\$1,290.34	\$1,272.22	\$1,348.56	\$1,372.36	\$1,556.48	\$19,112.39
Garbage													
<i>Cost</i>	\$112.66	\$112.66	\$112.66	\$112.66	\$121.10	\$116.88	\$112.66	\$115.14	\$115.14	\$115.14	\$115.14	\$115.14	\$1,376.98
Internet													
<i>Hood River</i>	\$315.12	\$315.12	\$315.12	\$315.12	\$315.12	\$315.12	\$315.12	\$315.12	\$1,353.16	\$324.95	\$324.95	\$324.95	\$4,848.97
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>	365	329	368	466	576	1043	1158	1247	886	670	569	367	8044
<i>Therms</i>	434.7	383.9	427.6	536.4	675.6	1274.5	1413.9	1553.8	1102.2	826.8	689.0	444.8	9763.2
<i>Cost</i>	\$202.05	\$385.46	\$427.53	\$532.30	\$666.33	\$1,271.32	\$1,430.11	\$1,597.47	\$1,152.31	\$877.44	\$719.65	\$478.24	\$9,740.21
Telephone													
<i>CenturyLink</i>	\$118.21	\$121.57	\$120.13	\$120.13	\$130.08	\$129.62	\$129.90	\$129.93	\$130.36	\$129.83	\$130.07	\$130.53	\$1,520.36
<i>County</i>	\$234.39		\$258.13	\$237.13	\$243.59	\$249.25	\$251.92	\$232.88	\$230.57	\$241.97	\$240.10	\$239.26	\$2,659.19
Water - Building													
<i>1K gallons</i>	8	4	10	8	8	18	4	6	6	6	8	6	92
<i>Cost</i>	\$335.50	\$320.02	\$343.24	\$335.50	\$335.50	\$374.20	\$320.02	\$327.76	\$327.76	\$327.76	\$335.50	\$327.76	\$4,010.52
Water – Gardens													
<i>1K gallons</i>	45	108	209	244	309	108	0	0	0	0	0	1	1,024
<i>Cost</i>	\$108.84	\$220.98	\$400.76	\$463.06	\$578.76	\$220.98	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$30.52	\$2,167.60
TOTAL	\$3,449.25	\$3,630.75	\$4,229.54	\$4,147.41	\$4,007.24	\$4,205.04	\$3,955.57	\$4,137.38	\$4,710.26	\$3,494.39	\$3,366.51	\$3,302.88	\$46,636.22

Utilities, 2013-14

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	13,360	23,120	20,000	16,080	10,000	14,480	13,040	12,320	12,000	12,560	12,480	11,680	171,120
<i>Cost</i>	\$1,463.92	\$2,296.71	\$1,961.46	\$1,691.77	\$1,135.85	\$1,365.17	\$1,262.02	\$1,249.78	\$1,223.76	\$1,270.60	###	\$1,196.47	\$17,376.60
Garbage													
<i>Cost</i>	\$110.92	\$110.92	\$110.92	\$110.92	\$119.24	\$110.92	\$110.92	\$112.66	\$112.66	\$112.66	\$112.66	\$112.66	\$1,348.06
Internet													
<i>Hood River</i>	\$84.99	\$84.99	\$84.99	\$353.54	\$601.93	\$315.12	\$315.12	\$315.12	\$315.12	\$315.12	\$315.12		\$3,101.16
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>	388.0	404.0	357.0	366.0	409.0	575.0	1,526.0	1,127.0	1,093.0	871.0	593.0	434.0	8,143.0
<i>Therms</i>	460.9	466.2	413.0	426.0	486.3	682.0	1,873.9	1,378.3	1,346.6	1,048.7	707.4	518.6	9,807.9
<i>Cost</i>	\$292.88	\$443.42	\$394.65	\$406.57	\$461.86	\$652.18	\$1,766.73	\$1,376.49	\$1,262.68	\$1,035.67	\$707.73	\$521.30	\$9,322.16
Telephone													
<i>CenturyLink</i>	\$184.04	\$182.06	\$117.60	\$117.84	\$117.91	\$117.78	\$118.10	\$118.39	\$118.26	\$118.10	\$118.22		\$1,428.30
<i>County</i>	\$223.96	\$226.41	\$246.06	\$239.09	\$228.48	\$231.51	\$230.10	\$237.73	\$238.40	\$237.25	\$231.68	\$231.85	\$2,802.52
Water - Building													
<i>1K gallons</i>	6	6	8	7	7	5	4	5	7	5	8	7	75
<i>Cost</i>	\$290.85	\$327.76	\$335.50	\$331.63	\$331.63	\$323.89	\$320.02	\$323.89	\$331.63	\$323.89	\$335.50	\$331.63	\$3,907.82
Water - Park													
<i>1K gallons</i>	0	201	220	218	158	0	0	0	0	0	0	0	797
<i>Cost</i>	\$28.74	\$386.52	\$420.34	\$416.78	\$309.98	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$1,763.54
TOTAL	\$2,187.31	\$3,565.33	\$3,222.87	\$2,957.67	\$2,358.56	\$2,480.90	\$3,488.43	\$3,091.56	\$2,959.47	\$2,771.56	###	\$2,190.80	\$42,250.16

Utilities, 2012-13

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	13,840	13,920	16,800	9,920	13,360	11,600	17,040	19,840	18,880	17,440	12,880	13,280	178,800
<i>Cost</i>	\$1,348.38	\$1,428.27	\$1,633.76	\$1,167.39	\$1,362.38	\$1,132.34	\$1,524.29	\$1,852.04	\$1,797.25	\$1,704.49	###	\$1,520.68	\$17,841.87
Garbage													
<i>Cost</i>	\$108.76	\$108.76	\$108.76	\$108.76	\$108.76	\$108.76	\$110.92	\$110.92	\$110.92	\$110.92	\$110.92	\$110.92	\$1,318.08
Internet													
<i>Hood River</i>	\$84.99	\$84.99	\$92.94	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$1,027.83
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>		87		411	543		965	1708	1757	1540	1642		8653.0
<i>Therms</i>		100.6		484.1	644.0		1159.0	2095.7	2140.0	1854.2	1949.2		10426.8
<i>Cost</i>		\$36.79		\$503.73	\$637.79		\$1,105.08	\$1,916.77	\$1,983.27	\$1,723.55	###		\$9,745.24
Telephone													
<i>CenturyLink</i>	\$248.91	\$257.97	\$171.50	\$179.82	\$179.46	\$179.57	\$178.58	\$178.88	\$178.88	\$178.52	\$179.09	\$178.64	\$2,289.82
<i>County</i>	\$224.95	\$229.29	\$230.80	\$233.26	\$230.64	\$227.79	\$232.24	\$229.75	\$226.11	\$237.87	\$250.56	\$244.37	\$2,797.63
Water - Building													
<i>1K gallons</i>	6	8	6	5	6	5	5	6	4	6	6	6	69
<i>Cost</i>	\$290.85	\$298.59	\$290.85	\$286.98	\$290.85	\$286.98	\$286.98	\$290.85	\$283.11	\$290.85	\$290.85	\$290.85	\$3,478.59
Water - Park													
<i>1K gallons</i>	1	148	191	108	27	0	0	0	0	0	0	0	475
<i>Cost</i>	\$30.52	\$292.18	\$368.72	\$220.98	\$76.80	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$1,190.38
TOTAL	\$1,778.51	\$2,164.59	\$2,905.82	\$2,287.84	\$2,476.58	\$2,661.90	\$3,056.01	\$4,199.32	\$4,203.29	\$3,858.55	###	\$1,951.19	\$33,574.16

Utilities, 2011-12

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	6,480	14,320	12,880	11,680	11,120	11,360	14,160	15,600	16,800	11,360	9,840	12,960	148,560
<i>Cost</i>	\$996.16	\$1,621.27	\$1,297.53	\$1,245.25	\$1,124.02	\$1,088.82	\$1,285.74	\$1,458.08	\$1,536.42	\$1,167.19	\$0.00	\$821.09	\$13,641.57
Garbage													
<i>Cost</i>	\$80.88	\$106.17	\$106.17	\$106.17		\$213.93	\$106.17	\$108.76	\$108.76	\$108.76	\$108.76	\$108.76	\$1,263.29
Internet													
<i>Hood River</i>	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$84.99	\$1,019.88
<i>Parkdale</i>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Natural gas													
<i>Units</i>		102.0	0.0	88.0	692.0		933.0	1,226.0	1,309.0	1,981.0		374.0	6705.0
<i>Therms</i>		118.5	0.0	101.1	823.7		1,130.8	1,496.9	1,593.1	2,374.5		442.1	8080.7
<i>Cost</i>		\$133.22	\$8.40	\$114.89	\$871.82		\$1,148.41	\$1,549.25	\$1,635.69	\$2,404.04		\$456.97	\$8,322.69
Telephone													
<i>CenturyLink</i>	\$210.37	\$335.15	\$188.89	\$239.31	\$232.89	\$236.45	\$234.91	\$234.24	\$249.10	\$248.73	\$248.82		\$2,658.86
<i>County</i>		\$679.12			\$225.00	\$229.36	\$223.19	\$224.33	\$228.31	\$232.35	\$224.27		\$2,265.93
Water - Building													
<i>1K gallons</i>		3		15	5	6	6	5			4	21	65
<i>Cost</i>		\$274.90	\$263.53	\$320.38	\$286.58		\$581.70	\$286.98	\$267.63	\$267.63	\$283.11	\$348.90	\$3,181.34
Water - Park													
<i>1K gallons</i>			412	310	49	1							772
<i>Cost</i>			\$800.74	\$554.38	\$112.04	\$30.52	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$28.74	\$1,670.12
TOTAL	\$1,077.04	\$2,135.56	\$2,476.37	\$2,341.07	\$2,394.46	\$1,333.27	\$3,150.76	\$3,431.81	\$3,577.24	\$3,976.36	\$420.61	\$1,764.46	\$28,079.01

Note: Hood River Library was open 25 hours/week from July-December and 43 hours/week from January-June.

Utilities, 2009-10

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>	19,520	19,200	14,800	16,400	11,680	16,690	18,400	14,240	14,240	14,400	17,200	20,720	197,490
<i>Cost</i>	\$1,731.99	\$1,734.48	\$1,467.77	\$1,543.72	\$1,208.29	\$1,474.11	\$1,571.78	\$1,328.70	\$1,385.61	\$1,484.42	\$1,625.44	\$1,861.46	\$18,417.77
Garbage													
<i>Cost</i>	\$103.42	\$103.42	\$103.42	\$103.42	\$103.42	\$103.42	\$103.42	\$104.75	\$104.75	\$104.75	\$104.75	\$104.75	\$1,247.69
Natural gas													
<i>Units</i>	0.0	0.0	66.0	328.0	562.0	1346.0	1355.0	920.0	797.0	1020.0	916.0	438.0	7748.0
<i>Therms</i>	0.0	0.0	75.6	389.3	675.5	1650.2	1658.5	1114.1	966.0	1220.9	1078.1	514.7	9342.9
<i>Cost</i>	\$0.00	\$0.00	\$0.00	\$203.04	\$842.23	\$1,747.12	\$1,806.82	\$1,242.97	\$1,054.37	\$1,307.28	\$1,170.30	\$336.60	\$9,710.73
Water													
<i>1K gallons</i>	63	79	241	318	67	7	5	4	6	5	6	6	807
<i>Cost</i>	\$477.73	\$534.85	\$1,113.19	\$1,388.08	\$502.72	\$290.06	\$282.48	\$278.69	\$286.27	\$282.48	\$286.27	\$286.27	\$6,009.09
TOTAL	\$2,313.14	\$2,372.75	\$2,684.38	\$3,238.26	\$2,656.66	\$3,614.71	\$3,764.50	\$2,955.11	\$2,831.00	\$3,178.93	\$3,186.76	\$2,589.08	\$35,385.28

Note: Hood River Library was open 34 hours/week to the public in 2009-10.

Utilities, 2008-09

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Electricity													
<i>Kwh</i>		28,640	25,840	20,880	19,440	21,120	24,160	16,560	19,520	15,760	19,440	22,480	233,840
<i>Cost</i>		\$2,111.96	\$1,783.77	\$1,715.26	\$1,599.66	\$1,698.82	\$1,849.99	\$1,464.85	\$1,631.01	\$1,408.92	\$1,720.60	\$1,896.80	\$18,881.64
Garbage													
<i>Cost</i>	\$96.56	\$96.56	\$96.56	\$96.56		\$194.57	\$96.56	\$103.42	\$103.42	\$103.42	\$103.42	\$103.42	\$1,194.47
Natural gas													
<i>Units</i>		0.0	239.0	592.0	1,109.0	1,343.0	1,663.0	1,460.0	1,474.0	1,275.0	710.0	152.0	10,017.0
<i>Therms</i>		0.0	277.5	699.7	1,333.0	1,641.1	2,070.4	1,804.6	1,799.8	1,536.4	844.2	175.6	12,182.3
<i>Cost</i>		\$0.00	\$330.38	\$820.45	\$1,668.67	\$2,251.66	\$2,778.86	\$2,405.64	\$2,380.51	\$2,042.18	\$1,128.55	\$0.00	\$15,806.90
Water													
<i>1K gallons</i>		257	244	203	121	8	8	6	8	9	10	10	884
<i>Cost</i>		\$1,170.31	\$1,123.90	\$977.53	\$684.79	\$281.38	\$281.38	\$274.24	\$281.38	\$284.95	\$288.52	\$288.52	\$5,936.90
TOTAL	\$96.56	\$3,378.83	\$3,334.61	\$3,609.80	\$3,953.12	\$4,426.43	\$5,006.79	\$4,248.15	\$4,396.32	\$3,839.47	\$3,241.09	\$2,288.74	\$41,819.91

Note: Hood River Library was open 65 hours/week to the public in 2008-09.

HOOD RIVER COUNTY LIBRARY DISTRICT

Compiled Financial Statements March 31, 2021

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Onstott, Broehl & Cyphers, P.C.

Certified Public Accountants

KENNETH L. ONSTOTT, c.p.a.
JAMES T. BROEHL, c.p.a.
RICK M. CYPHERS, c.p.a.

WILLIAM S. ROOPER, c.p.a. retired

MEMBERS:
American Institute of c.p.a.'s
Oregon Society of c.p.a.'s

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INDEPENDENT ACCOUNTANT'S COMPILATION REPORT

Board of Directors
Hood River County Library District
Hood River, Oregon

Management is responsible for the accompanying financial statements of Hood River County Library District, which comprise the balance sheet – cash basis as of March 31, 2021, and the related statement of revenues, expenditures and changes in fund balance – cash basis for the one month and nine months then ended, and for determining that the cash basis of accounting is an acceptable financial reporting framework. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

The financial statements are prepared in accordance with the cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America.

Management has elected to omit substantially all of the disclosures and the statement of cash flows ordinarily included in financial statements prepared in accordance with the cash basis of accounting. If the omitted disclosures and statement of cash flows were included in the financial statements, they might influence the user's conclusions about the District's assets, liabilities, equity, revenues, and expenditures. Accordingly, the financial statements are not designed for those who are not informed about such matters.

The supplementary information contained on pages 4 through 8 is presented for purposes of additional analysis and is not a required part of the basic financial statements. The supplementary information has been compiled from information that is the representation of management. We have not audited or reviewed the supplementary information and, accordingly, do not express an opinion or provide any assurance on such supplementary information.

Onstott, Broehl & Cyphers, P.C.
April 13, 2021

Hood River County Library District
Balance Sheet - Cash Basis
March 31, 2021

ASSETS

	General Fund	Grants Fund	Capital Equipment Reserve Fund	Total
Current Assets:				
Cash in bank - Columbia State Bank	\$165,005			\$165,005
Cash with Hood River County	869,610	\$120,198	\$130,982	1,120,790
Petty cash	416			416
Other	11,376			11,376
Total Current Assets	<u>1,046,407</u>	<u>120,198</u>	<u>130,982</u>	<u>1,297,587</u>
TOTAL ASSETS	<u>\$1,046,407</u>	<u>\$120,198</u>	<u>\$130,982</u>	<u>\$1,297,587</u>

LIABILITIES & FUND BALANCES

Liabilities				
Current Liabilities				
Payroll liabilities	\$3,509			\$3,509
Accounts payable	0			0
Total Current Liabilities	<u>3,509</u>	<u>0</u>	<u>0</u>	<u>3,509</u>
Total Liabilities	<u>3,509</u>	<u>0</u>	<u>0</u>	<u>3,509</u>
Fund Balances:				
Unassigned	<u>1,042,898</u>	<u>120,198</u>	<u>130,982</u>	<u>1,294,078</u>
TOTAL LIABILITIES & FUND BALANCES	<u>\$1,046,407</u>	<u>\$120,198</u>	<u>\$130,982</u>	<u>\$1,297,587</u>

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY
Statement of Revenues, Expenditures, and
Changes in Fund Balance - Cash Basis
For the Nine Months Ended March 31, 2021

	General Fund	Grants Fund	Capital Equipment Reserve Fund	Total
Revenues:				
Donations and grants	\$100	\$29,275		\$29,375
Property tax revenues - current year	1,035,833			1,035,833
Property tax revenues - prior year	22,461			22,461
Fines and fees	815			815
Intergovernmental revenue	4,082	27,717		31,799
Interest revenue	7,272		\$1,107	8,379
Miscellaneous	322			322
Total Revenues	1,070,885	56,992	1,107	1,128,984
Expenditures:				
Personal services:				
Wages and salaries	343,224			343,224
Employee benefits	111,820			111,820
Total Personal Services	455,044	0	0	455,044
Materials and services:				
Bank charges	299			299
Building rental	9,438			9,438
Building maintenance	11,725	4,635		16,360
HVAC	6,473			6,473
Elevator	1,609			1,609
Telephone	3,938			3,938
Internet	2,025			2,025
Collection development	48,407	15,188		63,595
Technology	10,558	815		11,373
Accounting and auditing	22,864			22,864
Courier	1,515			1,515
Custodial services	17,787			17,787
Technical services	3,700			3,700
Library consortium	13,396			13,396
Copiers	2,612			2,612
Elections expense	0			0
Furniture and equipment	924	6,682		7,606
Insurance	13,134			13,134
Georgiana Smith Memorial Garden	15,326	160		15,486
Legal services	1,558			1,558
Professional services	0			0
Dues and subscriptions	2,079			2,079
Miscellaneous	1,105	(150)		955
Postage and freight	605			605
Printing	184			184
Programs	8,553	11,173		19,726
Advertising	369			369
Supplies - office	4,140	2,804		6,944
Travel	222			222
Training	1,561	49		1,610
Board development	0			0
Parking reimbursement	0			0
Electricity	9,607			9,607
Garbage	1,187			1,187
Natural gas	3,816			3,816
Water & sewer - building	3,759			3,759
Total Materials and Services	224,475	41,356	0	265,831
Capital outlay	0	9,950	0	9,950
Total Expenditures	679,519	51,306	0	730,825
Revenues Over Expenditures	391,366	5,686	1,107	398,159
Other Financing Sources (Uses)				
Operating transfers in	0		20,000	20,000
Operating transfers out	(20,000)			(20,000)
Total Other Financing Sources (Uses)	(20,000)	0	20,000	0
Revenues and Other Financing Sources (Uses) Over Expenditures	371,366	5,686	21,107	398,159
Fund Balance - July 1, 2020	671,532	114,512	109,875	895,919
Fund Balance - March 31, 2021	\$1,042,898	\$120,198	\$130,982	\$1,294,078

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY DISTRICT
General Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Nine Months Ended
March 31, 2021

	Current Period Actual	Year to Date Actual	Annual Budget
Revenues:			
Tax revenues - current	\$6,112	\$1,035,833	\$1,029,687
Tax revenues - prior year	84	22,461	12,000
Interest revenue	321	7,272	14,000
Fines and fees	0	815	6,500
Intergovernmental revenue	0	4,082	0
Donations	50	100	0
Miscellaneous	0	322	0
Total Revenues	6,567	1,070,885	1,062,187
Expenditures:			
Personal services:			
Wages and salaries:			
Library clerk I	554	5,324	7,638
Library clerk II	7,311	70,236	107,038
Library assistant I	7,982	71,561	56,196
Library assistant II	4,511	43,120	58,378
Librarian I	5,438	52,487	118,113
Librarian II	4,519	40,481	60,258
Library director	6,694	60,015	80,330
Payroll taxes and benefits:			
Retirement	5,987	26,859	36,339
Social security	2,776	26,424	36,596
Workers' compensation	17	20	1,300
Health insurance	6,106	54,908	108,900
Unemployment insurance	436	3,609	4,392
Total Personal Services	52,331	455,044	675,478
Materials and services:			
Bank charges	46	299	250
Building rental	944	9,438	13,400
Building maintenance	2,118	11,725	20,000
HVAC	0	6,473	15,000
Elevator	364	1,609	2,350
Telephone	363	3,938	5,100
Internet	225	2,025	3,300
Collection development	7,369	48,407	83,000
Technology	457	10,558	13,000
Accounting and auditing	0	22,864	28,000
Courier	166	1,515	2,300

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY DISTRICT
General Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Nine Months Ended
March 31, 2021

	Current Period	Year to Date	Annual
	Actual	Actual	Budget
Custodial services	2,123	17,787	25,200
Technical services	0	3,700	4,000
Library consortium	0	13,396	13,500
Copiers	411	2,612	3,500
Elections expense	0	0	4,000
Furniture and equipment	(5,241)	924	4,000
Insurance	(546)	13,134	13,700
Georgiana Smith Memorial Garden	41	15,326	25,000
Legal services	105	1,558	4,000
Professional services	0	0	25,000
Dues and subscriptions	90	2,079	4,000
Miscellaneous	52	1,105	1,000
Postage and freight	88	605	4,000
Printing	15	184	500
Programs	1,704	8,553	20,000
Advertising	22	369	2,000
Supplies - office	(2,095)	4,140	14,000
Travel	0	222	5,000
Training	(49)	1,561	4,000
Board development	0	0	1,500
Parking reimbursement	0	0	500
Electricity	1,082	9,607	21,000
Garbage	133	1,187	1,800
Natural gas	996	3,816	10,000
Water & sewer - building	419	3,759	5,400
Total Materials and Services	11,402	224,475	402,300
Capital Outlay	0	0	0
Contingency	0	0	100,000
Total Expenditures	63,733	679,519	1,177,778
Other Financing Sources (Uses)			
Operating transfers in	0	0	0
Operating transfers out	0	(20,000)	(20,000)
Total Other Financing Sources (Uses)	0	(20,000)	(20,000)
Change in Fund Balance	(\$57,166)	\$371,366	(\$135,591)

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY DISTRICT
Grants Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Nine Months Ended
March 31, 2021

	<u>Current Period</u> <u>Actual</u>	<u>Year to Date</u> <u>Actual</u>	<u>Annual</u> <u>Budget</u>
Revenues:			
Donations and grants	\$3,000	\$29,275	\$330,000
Intergovernmental revenue	0	27,717	0
Total Revenues	<u>3,000</u>	<u>56,992</u>	<u>330,000</u>
Expenditures:			
Personal services	0	0	11,600
Materials and services:	13,925	41,356	200,000
Capital outlay	9,950	9,950	118,400
Total Expenditures	<u>23,875</u>	<u>51,306</u>	<u>330,000</u>
Change in Fund Balance	<u><u>(\$20,875)</u></u>	<u><u>\$5,686</u></u>	<u><u>\$0</u></u>

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY DISTRICT
Capital Equipment Reserve Fund
Statement of Revenues and Expenditures - Cash Basis
For the One Month and Nine Months Ended
March 31, 2021

	<u>Current Period</u> <u>Actual</u>	<u>Year to Date</u> <u>Actual</u>	<u>Annual</u> <u>Budget</u>
Revenues:			
Interest revenue	\$37	\$1,107	\$1,500
Other Financing Sources			
Transfer from General Fund	0	20,000	20,000
Total Revenues and Other Sources	<u>37</u>	<u>21,107</u>	<u>21,500</u>
Expenditures:			
Materials and services	0	0	0
Capital outlay	(9,950)	0	75,000
Total Expenditures	<u>(9,950)</u>	<u>0</u>	<u>75,000</u>
Change in Fund Balance	<u><u>\$9,987</u></u>	<u><u>\$21,107</u></u>	<u><u>(\$53,500)</u></u>

See Independent Accountants' Compilation Report

HOOD RIVER COUNTY LIBRARY
Schedule of Revenues, Expenditures, and
Changes in Fund Balance - Cash Basis
Grants Funds
For the Nine Months Ended March 31, 2021

	Newspaper Digitization	SDAO Safety 2016	Foundation Grants	Other Grants	Friends of the Library	Parkdale Library	Pat Hazelhurst	Safety 2020	CARES Act	R2R 2021	HR Cultural Trust	Total
Revenues:												
Donations and grants	\$0	\$0	\$3,000	\$1,475	\$14,300	\$0	\$8,000	\$0	\$0	\$0	\$2,500	\$29,275
Intergovernmental revenue									\$22,609	\$5,108		27,717
Total Revenues	<u>0</u>	<u>0</u>	<u>3,000</u>	<u>1,475</u>	<u>14,300</u>	<u>0</u>	<u>8,000</u>	<u>0</u>	<u>22,609</u>	<u>5,108</u>	<u>2,500</u>	<u>56,992</u>
Expenditures:												
Personal services:												0
Wages and salaries:												0
Library clerk I												0
Library assistant II												0
Employee benefits:												0
Retirement												0
FICA												0
Workers compensation												0
Health insurance												0
Unemployment insurance												0
Total Personal Services	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Materials and services:												4,635
Building maintenance		3,000	9,521		3,197		2,470	685	950			15,188
Collection development									815			815
Technology												0
Courier												11,173
Programs			9,244	1,237	587	105			6,260			6,682
Furniture and equipment			422									160
Georgia Smith Memorial Garden			160									0
Professional services									2,804			2,804
Supplies - office									49			49
Training												(150)
Miscellaneous				(150)								
Total Materials and Services	<u>0</u>	<u>3,000</u>	<u>19,347</u>	<u>1,087</u>	<u>3,784</u>	<u>105</u>	<u>2,470</u>	<u>685</u>	<u>10,878</u>	<u>0</u>	<u>0</u>	<u>41,356</u>
Capital outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>9,950</u>	<u>0</u>	<u>0</u>	<u>9,950</u>
Total Expenditures	<u>0</u>	<u>3,000</u>	<u>19,347</u>	<u>1,087</u>	<u>3,784</u>	<u>105</u>	<u>2,470</u>	<u>685</u>	<u>20,828</u>	<u>0</u>	<u>0</u>	<u>51,306</u>
Net Change in Fund Balance	0	(3,000)	(16,347)	388	10,516	(105)	5,530	(685)	1,781	5,108	2,500	5,696
Fund Balance - July 1, 2020	825	3,000	102,155	383	2,573	105	2,341	3,130	0	0	0	114,512
Fund Balance - March 31, 2021	<u><u>\$825</u></u>	<u><u>\$0</u></u>	<u><u>\$85,808</u></u>	<u><u>\$771</u></u>	<u><u>\$13,089</u></u>	<u><u>\$0</u></u>	<u><u>\$7,871</u></u>	<u><u>\$2,445</u></u>	<u><u>\$1,781</u></u>	<u><u>\$5,108</u></u>	<u><u>\$2,500</u></u>	<u><u>\$120,198</u></u>

See Independent Accountants' Compilation Report

Hood River County Library District
Recommended Budget Committee Motion
Fiscal Year 2021-22

I move to approve the Hood River County Library District budget for the 2021-22 fiscal year for the total amount of \$2,632,490 and the amounts per fund as shown below:

<u>Fund</u>	
General Fund	\$ 1,950,490
Capital Equipment Reserve Fund	147,000
Grants Fund	535,000
Total:	<u>\$ 2,632,490</u>

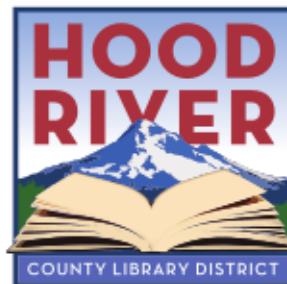
I also move to approve:

- 1) A tax rate of \$0.39 per \$1,000 of assessed value in support of the General Fund

_____	_____
Budget Committee Chairperson	Date

_____	_____
Budget Officer	Date

Financial Management Policy



I. Accounting System

The District's accounting system shall be designed specifically to:

1. Assemble information on all finance-related transactions and events.
2. Provide the ability to analyze all data collected.
3. Classify data according to the chart of accounts.
4. Record data in the appropriate books of accounts.
5. Report data to management and outside parties in an appropriate format and in a timely manner.
6. Maintain accountability of assets.
7. Retain data according to the State of Oregon's retention schedule for special districts.

The accounting system shall include:

1. A general ledger.
2. Subsidiary journals as necessary, including revenue, expenditures, and payroll.
3. Written documentation supporting, authorizing, and explaining individual financial transactions including invoices, bank statements, purchase orders, payroll, transfers, etc.
4. Any other data deemed necessary to prepare financial statements.

II. Control Policies and Procedures

The District follows these policies and procedures to ensure control and an effective accounting system:

1. All financial transactions shall conform to standard accounting procedures and Oregon Revised Statutes and Administrative Regulations (ORS).
2. All transactions are authorized properly.
3. Duties are segregated. As much as is practical, no single individual should be able to (1) authorize a transaction, (2) record the transaction in the accounting system, and (3) take custody of the assets resulting from the transaction.
4. Accounting records and documentation are designed and maintained properly.
5. Access to assets and records is controlled.
6. Accounting data is reviewed periodically and compared to underlying records.
7. All financial records are retained and secured in accordance with ORS .
8. Records no longer required to be retained are destroyed securely.
9. Payroll records and processing are reviewed periodically.
10. Physical assets are reviewed periodically and an inventory is maintained.
11. The Library Director shall submit the prior month's financial report to the Board of Directors with the packet for the regular monthly meeting.
12. Financial computer systems shall be maintained in a secure environment, accessed only by documented/authorized personnel, and regularly maintained to prevent data loss.
13. Annual audits shall be performed in compliance with ORS and generally accepted accounting principles (GAAP) for governmental entities.

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14. The Library Director and any other staff significantly involved in District financial procedures shall be required to take a vacation of at least five consecutive business days.
15. Financial duties shall be rotated to staff not normally involved in financial procedures for at least a consecutive two-week period. This rotation may coincide with the Library Director and other financial staff's mandatory absence.

III. Cash and Purchasing

The District shall follow these specific policies for cash and purchasing:

1. Cash disbursement:
 - Check-signing authority is limited to the Library Director, Assistant Director, Board President, and Board Vice-President.
 - Two signatures are required on each check: the signature of the Board President or Vice-President and the signature of the Library Director or Assistant Director.
 - Some regularly-recurring bills and payments may be paid electronically by the Library Director or designee. Bills and payments authorized to be paid electronically shall be established annually by Board resolution. Invoices must be retained and reviewed by the Board President or Vice-President.
 - Authorization of payment is required by the Library Director or designee.
 - Original invoices shall be attached to checks before signing.
 - Pre-signing any check is prohibited.
 - Blank checks are prohibited.
 - Checks shall be numbered sequentially.
 - The check stock shall contain security safeguards to prevent fraud.
 - The check stock shall be secured and use shall be documented.
 - Voided checks shall be defaced and retained in the financial records.
 - Signature stamps are prohibited.
2. Cash handling
 - Daily cash counts shall be performed.
 - Deposits shall be performed weekly or when cash to be deposited exceeds \$500, whichever comes first.
 - Cash till control and reconciliation shall be standard policy.
3. Management shall review bank account reconciliations monthly.
4. Available surplus funds may be invested according to ORS with the primary consideration being the security of public funds.
5. Banking shall be conducted according to ORS and applicable accounting practices.
6. Purchasing
 - Original invoices shall be required.
 - Employees of the District shall not serve as independent contractors to the District.
 - Employees of the District shall not accept consideration from an outside entity while performing District duties.
7. Vacation reserve
 - The District shall retain a vacation reserve of at least 75 percent of all employees' outstanding vacation and holiday accrual.
8. Expenditures approval
 - The Board of Directors shall approve all expenditures for supplies, materials,

equipment, or any contract obligating the District in excess of \$3,000 with the following exceptions:

- Purchase of emergency services or materials which cannot be delayed until the next Board meeting but exceed \$3,000. Such purchases must be approved by the Board President and comply with ORS.
- Purchases that exceed \$3,000 but cannot be delayed until the next Board meeting because such delay would cause unnecessary hardship or financial detriment to the District; provided, the purchase is made after approval by the Library Director and the Board President.
- Payments of monthly statements, composed of individual invoices not exceeding \$3,000, incurred while conducting regular library business such as purchasing collection materials or office supplies or paying credit statements.
- Regular payments on contracts that have been pre-approved by the Board of Directors.
- The Library Director shall authorize all expenditures or contracts up to \$3,000 except Contracts for legal services.
 - Total expenditures within a budgetary fund category (e.g. Materials and Services) may not exceed the budgeted allocation of that category without prior approval of the Board of Directors.

IV. Credit Cards

The Library Director is authorized to apply for credit cards in the name of the District. District credit cards are subject to the following restrictions and controls:

1. Only the following officials and staff members shall be listed on the District's general purchasing credit card agreements as authorized users:
 - Board President
 - Library Director; and
 - Staff explicitly authorized by the Director.
2. If the District has credit cards used to purchase fuel for District vehicles, only employees who have been approved as drivers may utilize the cards.
3. District credit cards shall only be used for transactions in which writing a check in advance is either difficult or would delay delivery of goods or services during a time of emergency. District credit cards also may be used to facilitate travel by employees and officials on District business. Any use of the credit cards comply with shall the District's Financial Management Policy and travel reimbursement procedures.
4. Use of District credit cards for personal purchases is prohibited.
5. Any official or employee who uses District credit cards shall submit to the Library Director or designee original receipts for all purchases made as soon as practical after the purchase. Each month, the Library Director or designee shall reconcile the receipts submitted with the monthly credit card statements to ensure proper card usage.
6. The Library Director shall ensure that credit card statements are paid in full each month so that no finance charges are incurred. Copies of credit card statements shall be made available to the Board of Directors upon request.

V. Personnel

Employment policies shall include procedures that reasonably protect District assets:

1. Employment applications shall include:
 - A statement that false information or misrepresentation can be cause for disqualification or dismissal.
 - A criminal background check with candidate's written approval.
 - Reference checks.
2. Appropriate staff supervision.
3. Rotation of duties/cross-training.
4. Communication and confirmation of policies and ethics.
5. Employee and financial contractor fidelity coverage (bonding) is required (when applicable).

VI. District Assets and Capital Outlay

The Library Director shall not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, s/he may not:

1. Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses.
2. Subject facilities to improper use or insufficient maintenance.
3. Unnecessarily expose the District, its Board, or staff to claims of liability.
4. Make any purchase (1) contrary to state statutes and regulations concerning conflicts of interest; (2) of over \$500 without having obtained comparative prices and quality; (3) of over \$3,000 without evaluating a balance of long-term quality and cost.
5. Fail to protect intellectual property, information, and files from loss or damage.
6. Receive, process, or disburse funds under insufficient controls to meet the Board-appointed auditor's standards.
7. Fail to follow state law regarding investment of capital assets in secure instruments.

Capital outlay shall include expenditures on the following:

1. Land acquisition or improvement, including improvements and installations on the grounds;
2. Building construction, expansion, or remodeling;
3. Installation, addition, or replacement of major building systems such as heating and cooling, electrical, plumbing, and other services;
4. Shelving;
5. Depreciable equipment, which includes items that have an anticipated useful life exceeding one year, cost \$5,000 or more, retain their original shape and use, and are nonexpendable.

Equipment, including nonexpendable equipment costing less than \$5,000, must be inventoried.

VII. Surplus Property

The Library Director or designee may declare property surplus that is deemed no longer useful to the District. Such property may include all tangible assets such as equipment, materials, supplies, and furniture. Surplus property shall be disposed in the following order of

preference:

1. *Recycled internally:* Staff should first deem whether property has use for District purposes other than its original use.
2. *Sold or traded:* If property is deemed to have significant value, it shall be sold or traded for something of equivalent value. Property shall be sold "as is". If property is deemed of particular use to a library, it shall first be offered for sale to other libraries in the District's consortium or in Oregon. Funds received from sale of property shall be considered miscellaneous income into the fund from which the property was or would have been purchased.
3. *Donated:* If property is deemed to have little value, it shall be offered for donation if it is not cumbersome to do so. Property also may be donated rather than sold if the donation would provide significant good will benefits to the District. If property is deemed of particular use to a library, it shall first be offered for donation to other libraries in the District's consortium or in Oregon. Unless they are considered of particular value, discarded collection materials shall be donated to the Friends of the Hood River County Library.
4. *Discarded:* Property that has no value or cannot be sold, traded, or donated shall be discarded. The District prefers to discard property with a service that recycles all or a portion of the property. Otherwise, the District shall discard property through its regular waste disposal service.
 - Hazardous substances shall be discarded in accordance with proper safety procedures.

Any electronic equipment that stores documents, licensed software, copyrighted material, personal information about District patrons, staff, or Board members, or other sensitive information shall be erased before being disposed per this policy.

Approved by the Board of Directors, March 15, 2011
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