BUDGET 2019 Exercises







December 17, 2018

2019 Budget

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Thank you to all FVRL staff who helped prepare the 2019 budget!

FVRLibraries



2017 Service area statistics:

Square miles: 4,200 Population: 489,218 Library locations: 15 Total square footage: 182,112 Bookmobiles: 2 Collection: 650,000 volumes

2017 Library statistics:

Registered cardholders: 273,789 Items checked out: 3.5 million (including over 1 million uses of eContent) Patron visits: 1.9 million Programs: 5,740 Program attendance: 129,572 Public service hours: 35,224 Number of employees (FTE): 222.15

Volunteer hours: 32,000



Battle Ground



Cascade Park

Goldendale





North Bonneville



Vancouver



Woodland



Ridgefield

Vancouver Mall

Yacolt





Stevenson

Washougal







Three Creeks



White Salmon



Operations Center



Director's Update

It is my pleasure to present the 2019 annual budget for Fort Vancouver Regional Libraries (FVRL). First and foremost, I'd like to thank the citizens of Clark, Cowlitz, Klickitat and Skamania Counties who fund our libraries through their property taxes and support us through their patronage. Nearly 500,000 people live in our service area and in 2017 our libraries had 1.9 million visits and 3.5 million items were checked out, including over 1 million eBooks, eAudiobooks, songs, movies, and graphic novels downloaded.

FVRL takes its role as responsible stewards of the public's money seriously. To that end, we are committed to meeting your educational, informational and recreational reading needs. In 2019, the libraries' budget supports the strategic priorities FVRL has identified as the focus of our work through 2020:

Supporting Student Success: Ensure that students have the tools they need at school, home, and in the community to overcome barriers and achieve success.

Building Connected Communities: Help people discover their communities by connecting with each other and area organizations in vibrant, welcoming spaces.

Foster a Culture of Innovation: Empower staff to feel confident sharing their ideas for service improvements as a welcomed, valued and necessary component of organizational success.

In addition to our strategic priorities, FVRL is undertaking an in-depth review of our core services, assessing the impact of necessary components that define us as public libraries and support our mission.



In 2018, FVRL made the decision to pursue a priority-based budget methodology that defines how funds are distributed during the budget process. Priority-based budgeting allocates resources according to how well a program or service achieves the goals and objective that the community values most.

Priority-based budgeting asks FVRL to identify available revenues, use measurable goals as a basis for prioritization, define budget categories precisely, evaluate spending, compare costs to impact, allocate resources, and determine accountability for promised results. The intent is to fund the library's core services, facilities, and personnel that create the desired impact on our users and communities that we have identified as our priorities for the coming year. It also helps to ensure that we understand the value of the funds we manage and use the results of our priorities as a guide to assist us in making decisions for the future.

There are no rewards without risks. We understand that priority-based budgeting will require a concerted effort from all staff to be successful. The benefits of increased understanding and transparency are worth the time and energy required to support our communities. We want to ensure that libraries continue to be a great value for the investment.

Amelia Shelley, Executive Director

2019 Brief Budget

REVENUES	2018	2019
Property taxes	\$23,347,783	\$24,258,935
Other taxes	\$205,000	\$205,000
Gov't, grants and contracts	\$527,689	\$677,485
Charges for services	\$140,000	\$140,000
Miscellaneous	\$1,039,500	\$435,000
Transfer from reserve	\$2,151,754	\$1,900,000
Total Revenues	\$27,411,726	\$27,616,420
EXPENDITURES		
Personnel	\$16,022,187	\$16,415,785
Technology/Supplies	\$940,050	\$878,900
Library materials (print and digital)	\$3,100,000	\$3,085,000
Other services	\$3,704,827	\$4,070,735
Capital outlay	\$1,492,908	\$1,266,000
Expend from reserve	\$2,151,754	\$1,900,000
Total expenditures	\$27,411,726	\$27,616,420

REVENUE FORECAST

Property taxes: In addition to the 1% increase allowed by state statute, Clark County had strong new construction income that results in a 3.90% increase over 2018.

Governmental, grants and contracts: FVRL is including the potential of \$400,000 in pass-through income from Yale Valley Library District toward the construction of their new library facility in Yale. FVRL provides contract services to Yale and serves as their fiscal agent.

Miscellaneous: The decrease in miscellaneous revenues comes primarily from a 2018 gift of \$500,000 from the Friends of the Goldendale Community Library and the Olsen family to support the remodel of that library.

EXPENDITURE CHANGES

Personnel: Staff salaries are expected to rise with the implementation of a market study in 2019. Staff health insurance, PERS, and L&I also will increase.

Technology: Decreases reflect a slightly smaller anticipated budget based on reduced costs in this area.

Library materials: Are down slightly at 12% of the budget.

Other services: Includes architectural services for RI, WA, and WD, as well as new HR and payroll systems.

Capital outlay: FVRL anticipates that the Ridgefield Community Library construction project will start in 2019 and has allocated \$1 million in the budget for that work.

Reserves: Designated funds for new construction projects.

2019 Strategic Priorities

FVRL's primary focus in 2019 will be on our three Strategic Priorities through the following initiatives:

1. Support Student Success

• **Early literacy:** The Grow a Reader project started in 2016 by placing book bins with high-quality children's books in multiple languages in laundromats, doctor's offices, and other places where people wait. The Grow a Reader initiative will be expanded in 2019 to encompass all FVRL early literacy activities and will emphasize the role of parents and caregivers as teachers. Training on best practices regarding interacting with parents around early literacy concepts will be given to all staff that provide early literacy programming. We will seek to partner with agencies that are able to provide us with insight into the outcomes of our efforts and put us in contact with populations that may not currently be served by the library.



• Library access for students: Library staff will continue to expand the ConnectFVRL initiative to new schools as well as creating additional training materials and resources to assist with connecting educators and students to library digital resources. ConnectFVRL launched in 2017 as a partnership between FVRL and two local school districts, expanding to six districts in 2018. Additional sites will be added in 2019 to the program with a goal of getting all interested schools in our service area enrolled by the end of 2020.



Lifelong learning opportunities: FVRL will continue to develop and offer programming for learners of all ages by connecting lifelong learners with resources and local experts within their communities. FVRL will collaborate with colleges, recreation, and other adult education organizations to identify learning gaps for adults in the community to help inform decisions in offering specific programs and services. Libraries will recruit local experts in their communities to offer programs that will help our users get to know their communities by offering a showcase for their interests, knowledge, and skills.

2. Build Connected Communities

• **Community partnerships:** FVRL will seek to embed librarians in community groups and local agencies, creating opportunities for partnerships that will utilize staff skills and library resources to meet community needs. To this end, FVRL intends to repurpose existing positions in the Outreach and Community Partnerships Division to better support these priorities. New initiatives will include staffing for community events and experiential learning activities as well as increased support for youth services.

2019 Strategic Priorities

• **District-wide reading program:** In 2019, FVRL will launch Revolutionary Reads, a Districtwide reading program featuring a free author event in Clark County that will be simulcast to rural locations. Additionally, libraries will continue civil community conversations and exciting programming through district-wide events related to this year's themes – technology, information, and cyberculture.

• New capital construction:

- Ridgefield: FVRL intends to work toward a summer start on the remodel and construction of an expanded Ridgefield Community Library, pending the acquisition of the Ridgefield Community Center. The library will need to move into a temporary location prior to the start of the remodel.
- Washougal: FVRL hopes to kick-start the campaign for a new Washougal Community Library in the first quarter of 2019, pending the outcome of two opportunities to move forward on acquiring property.
- Woodland: FVRL will continue working with the Lewis River Library District



Political Action Committee to raise awareness about the need for a new library in Woodland. Staff will pursue grants and other funding opportunities for the project and work with the Library Foundation to identify potential sources.

- **Brush Prairie:** FVRL is considering options to begin limited service at the Brush Prairie site as part of its planning for building a branch in this location.
- Building improvements:
 - Battle Ground: New carpet, linoleum, paint, and some furnishings
 - **Cascade Park:** Carpet replacement in children's storytime space and main entry
 - La Center: New carpet, paint, and furnishings
 - **Stevenson:** Work with the local Friends group to improve the gallery
 - Vancouver: Work on lighting issues and new carpet in the teen area



 Innovative marketing: FVRL's new brand and marketing plan have energized us around promoting our services, engaging new users, reconnecting with former patrons and retaining those who already use our services. Staff will continue to build on the successes of the new brand and our "Always Novel" campaign in 2019 to promote our services in interesting and innovative ways.

2019 Strategic Priorities

3. Foster a Culture of Innovation

Staff development: FVRL's staff training focus for 2019 will be on solving problems, meeting needs and supporting ideas that result in core service improvements. Our goal is for staff to have the necessary knowledge, tools, and the ability to make improvements as needed. Activities will include improving the delivery workflow for materials, assessing opportunities for patronled collection development, and maximizing use of digital resources.

Core services are defined as:

- Customer Service
- Collections and Resources
- Technology access
- Outreach to New Populations
- Programs and Events
- Spaces
- Staff expertise

• Competitive wages and benefits: FVRL will



implement bargained changes to our compensation plan, moving employee pay and benefits closer to the market for our industry and area. FVRL offers a competitive benefits package and 2019 will bring a review of our offerings and rates as part of the collective bargaining process with both unions.



- Analyze and understand 5-year financial forecast: FVRL will continue to use forecasting to determine the necessary funding required to provide consistent, high-quality library service to our communities. A full understanding of our tax base, as well as the impact of rising expenses and liabilities, helps us develop strategies for funding expanded library services for the future.
- **Expenditures from reserves:** FVRL maintains reserve funds for capital construction projects, new innovations in library services or technologies, and for maintaining library operations between periods of tax collection. In 2019, FVRL intends to spend \$1.9 million in capital reserves on several construction projects in Ridgefield, Washougal, and Woodland. Additionally, Yale Valley Library District contracts with FVRL for library services and hopes to move forward on constructing a new library with \$400,000 from their reserve funds in 2019.

2019 Proposed Budget

Fort Vancouver Regional Library District Statement Of Revenue Budget - Fiscal Year 2019

		2018 Budget (Amended 11/2018)	2019 Budget (Proposed)	Dollar Difference	Percent Change
Property Taxes	6				
311.10	Property Taxes - Clark	\$20,963,484	\$22,019,514	\$1,056,030	5.04%
311.10	Property Taxes - Skamania	\$643,126	\$608,205	-\$34,921	-5.43%
311.10	Property Taxes - Klickitat	\$1,444,524	\$1,343,068	-\$101,456	-7.02%
311.10	Property Taxes - Cowlitz	\$296,649	\$288,148	-\$8,501	-2.87%
	Property Taxes Subtotal	\$23,347,783	\$24,258,935	\$911,152	3.90%
Other Taxes					
311.11	Other General Tax	\$70,000	\$70,000	\$0	0.00%
318.20	Leasehold Excise Tax	\$135,000	\$135,000	\$0	0.00%
	Other Taxes Subtotal	\$205,000	\$205,000	\$0	0.00%
Intergovernme	ntal, Grants & Contracts				
332.00	Federal in-lieu of Taxes	\$5,000	\$5,000	\$0	0.00%
335.05	State Forest Boards	\$150,000	\$150,000	\$0	0.00%
338.72	Yale Valley Library Dist	\$303,689	\$460,689	\$157,000	51.70%
338.72	INET City of Vancouver (PEG)	\$61,000	\$61,296	\$296	0.49%
338.72	Contracts - Clark County Jail	\$500	\$500	\$0	0.00%
338.72	Pass-Thru - City of Camas	\$7,500	\$0	-\$7,500	
	Intergovernmental, Grants & Contracts Subtotal	\$527,689	\$677,485	\$149,796	28.39%
Charges for Se	ervices				
341.60	Equipment Use Fees	\$60,000	\$60,000	\$0	0.00%
347.21	Non-Resident Borrower Fee	\$6,000	\$6,000	\$0	0.00%
347.90	Lost / Damaged Material Fee	\$57,000	\$57,000	\$0	0.00%
347.50	Collection Agency Referral Fee	\$17,000	\$17,000	\$0	0.00%
	Charges for Services Subtotal	\$140,000	\$140,000	\$0	0.00%
Miscellaneous					
361.11	Investment Interest	\$221,000	\$150,000	-\$71,000	-32.13%
362.00	Rental Income	\$20,000	\$6,500	-\$13,500	-67.50%
367.10	Gifts/Contributions	\$3,000	\$3,000	\$0	0.00%
369.90	Library Friends Groups' Reimbursements	\$540,000	\$25,000	-\$515,000	-95.37%
369.90	Library Foundation Reimbursements	\$80,000	\$80,000	\$0	0.00%
369.90	Miscellaneous	\$8,500	\$8,500	\$0	0.00%
369.90	Other Miscellaneous - E-Rate	\$155,000	\$150,000	-\$5,000	-3.23%
395.00	Sale of Assets	\$12,000	\$12,000	\$0	0.00%
	Miscellaneous Subtotal	\$1,039,500	\$435,000	-\$604,500	-58.15%
Subtotal-Operation	ating Revenue	\$25,259,972	\$25,716,420	\$456,448	1.81%
Transfer in fro	m Reserve	\$2,151,754	\$1,900,000	-\$251,754	-11.70%
Grand Total Re	evenue	\$27,411,726	\$27,616,420	\$204,694	0.75%
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2019 Proposed Budget

Fort Vancouver Regional Library District Statement of Expenditure Budget - Fiscal Year 2019

Operating Budget

Bars	Description	2018 Budget (Amended 11/18)	2019 Budget (Proposed)	Dollar Difference Between 2018 & 2019	Percentage Increase or Decrease
Personnel					
572.00	Wages	10,515,800	10,837,444	321,644	3.06%
572.24	Benefit - Medical	2,803,135	2,744,819	-58,316	-2.08%
572.24	Benefit - Dental	302,798	309,146	6,348	2.10%
572.24	Benefit - Life, LTD, STD	113,212	106,953	-6,259	-5.53%
572.22	Benefit - PERS	1,299,137	1,425,329	126,192	9.71%
572.21	Benefit - FICA	830,475	845,909	15,434	1.86%
572.25	Benefit - L & I - Workers Comp	147,630	136,185	-11,445	-7.75%
572.28	Unemployment Expense	10,000	10,000	0	0.00%
	Personnel Subtotal:	16,022,187	16,415,785	393,598	2.46%
Supplies / Sm	Equipment / Technology	10,022,101	10,410,700		2.407
572.30		272.050	354 000	17 150	-4.61%
	Supplies	372,050	354,900	-17,150	
572.35	Small Equipmt (FFE)	61,000	86,000	25,000	40.98%
572.38	Technology	365,000	300,000	-65,000	-17.81%
572.33	Professional Collection	142,000	138,000	-4,000	-2.82%
	Supplies, Sm Equipment/Technology Subtotal:	940,050	878,900	-61,150	-6.50%
Library Books	/ Materials				
572.34	Library Books & Materials	2,000,000	2,000,000	0	0.00%
572.39	Electronic Resources	1,100,000	1,085,000	-15,000	-1.36%
	Library Materials Subtotal:	3,100,000	3,085,000	-15,000	-0.48%
Other Services	s / Charges				
572.41	Professional Services	954,840	1,242,641	287,801	30.14%
572.42	Communications	403,855	376,130	-27,725	-6.87%
572.43	Training / Travel	130,000	108,000	-22,000	-16.92%
572.44	Advertising	20,500	22,500	2,000	9.76%
572.45	Rentals / Leases	453,224	450,027	-3,197	-0.71%
572.46	Insurance	172,000	175,000	3,000	1.74%
572.47	Utilities	428,855	427,155	-1,700	-0.40%
572.48	Repairs & Maintenance	780,757	808,257	27,500	3.52%
	•				
572.49	Misc / Dues / Printing / Other	128,850	135,825	6,975	5.41%
572.50	Intergovernmental Services Other Charges & Services Subtotal:	11,800 3,484,681	5,200 3,750,735	-6,600 266,054	-55.93% 7.63%
Capital Outlay	•	3,404,001	3,730,733	200,034	7.057
572.62	Buildings / Non-Owned	1,170,408	621,000	-549,408	-46.94%
594.62					
	Buildings / Owned	200,000	565,000	365,000	182.50%
594.64	Machinery & Equipment	122,500	80,000	-42,500	-34.69%
	Capital Outlay Subtotal:	1,492,908	1,266,000	-226,908	-15.20%
	ary Development				
572	Reserved amount	220,146	320,000	99,854	45.36%
	Reserved amount Subtotal:	220,146	320,000	99,854	45.36%
Subtotal-Opera Reserved Proje	ating Expenditures	25,259,972	25,716,420	456,448	1.81%
572.35	FF&E (Sm. Equipment)	180,450	300,000	119,550	66.25%
594.62	Capital Outlay-Existing Buildings	700,000	1,500,000	800,000	114.29%
594.64	Capital-Machinery Equipment (vehicles)	348,380	1,500,000	-348,380	-100.00%
594.04 572.34	Library Books & Materials	433,587			-100.00%
		,	0	-433,587	
594.62	Capital-Alternative/Rural Svc Deliv	389,337	0	-389,337	-100.00%
572.38	Strategic Service Delivery Projects Reserved Projects Subtotal:	<u> </u>	100,000 1,900,000	<u> </u>	0.00%
Ind Total All Ex	•	\$ 27,411,726	\$ 27,616,420	\$ 204,694	0.75%
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2018 Highlights

Public Services

Our libraries began implementation of the 2018-2020 Strategic Plan, in particular developing a training plan for Kindergarten readiness programming, community partnerships, and innovation.



Additional projects:

- Added JAWS and Zoomtext software for blind and low vision users
- Offered expanded STEM programming
- Established the FVRL and Xiamen (China) Municipal Library Staff Exchange Project
- Received the Becoming American grant (Cascade Park) from National Endowment for the Humanities and American Library Association (Cascade Park)
- Implemented automatic renewals for print items without holds
- Trained staff on new cash management procedures

Collections and Technology Services

CATS worked with Library Lean consultant John Huber to analyze the technical services workflow for improvements. Staff have implemented changes and have reduced the time it takes materials to get from ordering to our patron's hands.

Additional projects:

- IT worked with select branches to build 3D printer kits for use in public programs
- Provided support for Goldendale remodel through the work of IT, Systems, Collection Development, and Collection Management.
- Worked with Public Services to install and implement accessibility software
- Increased and automated print material renewals up to 5 times, unless there is a hold on the item

Outreach and Community Partnerships

The Outreach and Community Partnerships team established four new Connect Card partnerships with the Ridgefield, Woodland, Evergreen and Washougal School Districts, bringing the total number of students included in the program to over 40,000.

Additional projects:

- Developed and launched the Experience Pass program with local attractions
- Initiated Grow a Reader: Learn Together early literacy development curriculum for WIC and other community partners.



2018 Highlights

- Implemented Super-charged Storytime training to support K-Readiness goals
- Supported Clark County Stories grant partnership with Washington State University Vancouver and the Clark County Historical Society
- Developed and implemented training for all public services staff on techniques for troubleshooting technology questions, particularly related to eBooks and mobile devices.

Communications and Marketing

Our primary focus was the launch of our new logo and brand, as well as a year-long marketing campaign designed to increase visibility and use of library services.

Additional projects:

- Launched a year-long marketing campaign designed to increase visibility and use of library services
- Launched new logo and brand, including updates to FVRL's publicity materials, library cards, name badges, branded signage, vehicles, and other items
- Redesigned and reorganized FVRL's website and resource listings to a cleaner interface that is easier for patrons and staff to find what they need
- Launched a new online calendar system that would be easier for patrons to find programs

Finance and Purchasing

The Finance staff spent much of the year learning new systems and cross-training for better coverage of tasks. Purchasing was primarily focused on assisting with the remodel projects as well as basic support for needed supplies, shipping, and other procurements.

Additional projects:

- Created new purchase card policy and procedures
- Worked with Purchasing and Facilities to improve systems
- Worked with Circulation and Supervisors to improve cash handling procedures
- Supported Goldendale and La Center remodel projects

Human Resources

HR focused on improved processes for substitutes, online forms, and training practices as well as developing a new staff recognition program and annual training priorities. There were also several changes to Washington and Federal laws that required communication to employees.

Additional projects:

- Implemented dual language compensation for bilingual staff
- Began 40-hour training program for all new public services staff
- Fully implemented Leadership Academy modules for new/existing supervisors
- Began bargaining implementation of Pontifex market study recommendations
- Developed new Facilities Assistant skills assessment



2018 Highlights

Facilities

Facilities spent much of 2018 planning and executing the Goldendale remodel, including moving the library into a temporary location at the Goldendale City Hall

Additional projects:

- Replacement of the exterior finish on the Battle Ground Library
- Site work for the future Yale Valley Library
- Coordinated the construction and delivery of two new bookmobiles



Administration

Developed outcome-based core service benchmarks to provide the necessary tools for staff, Trustees and the public to measure, evaluate and understand our efforts at improving services. Initiated core service workgroups in early literacy training, customer service, and programming.

Additional projects:

- Woodland, Washougal and Ridgefield Library capital projects
- Completed digitization of library administration archives
- Updated policies for Purchase Cards, Gifts and Recognition, Confidentiality of Patron and Circulation Records, 3D Printing, and Asset Management
- Purchase of Brush Prairie property

A library outranks any other one thing a community can do to benefit its people. It is a never failing spring in the desert."

- Andrew Carnegie

