

2023 Budget and Work Plan





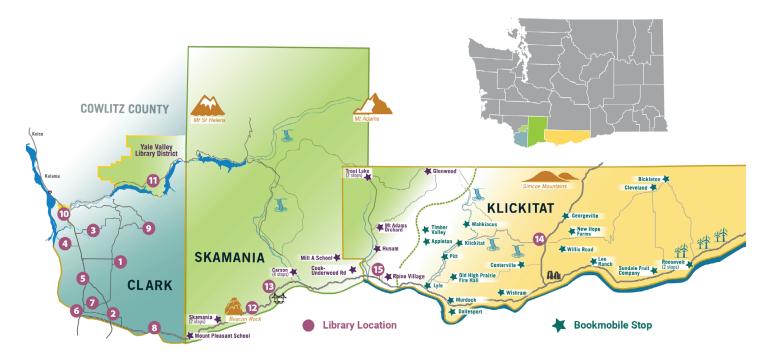




District Overview

Fort Vancouver Regional Library District (FVRL) serves residents of southwest Washington in rural, suburban, and urban settings in Klickitat and Skamania Counties, all of Clark County except for the City of Camas, and the City of Woodland and the Yale Valley Library District in Cowlitz County. FVRL supports 13 staffed locations, two partially staffed/self-serve libraries, and two bookmobiles, while also providing books-by-mail services to those living far from established library locations.

FVRL has 624,040 physical items that can be borrowed without fear of overdue fines. Our libraries also host a robust collection of over 144,658 eBook and eAudio items as well as vast digital resources including eMagazines, streaming music and video platforms, and educational databases available 24/7 to anyone who has a library account. FVRL offers a wide variety of programs for the public with a focus on early literacy, lifelong learning, and the opportunity to engage with your community through its best assets—our citizens, businesses, and partner organizations.



CLARK COUNTY

- Battle Ground Community Library
 Holland Christie, Branch Manager
- Cascade Park Community Library
 Rachael Ries, Branch Manager
- La Center Community Library

 Jurinda Swingruber, Branch Manager
- Ridgefield Community Library
 Sean McGill, Branch Manager
- Three Creeks Community Library Elizabeth Moss, Branch Manager
- Wancouver Community Library (branch manager position is vacant)

- Vancouver Mall Library
 Brandon Cruz, Branch Manager
- Washougal Community Library
 Zoe Nash, Branch Manager
- Yacolt Library Express Holland Christie, Branch Manager

COWLITZ COUNTY

- Woodland Community Library
 Jennifer Hauan, Branch Manager
- Yale Valley Community Library

 Jennifer Hauan, Branch Manager

SKAMANIA COUNTY

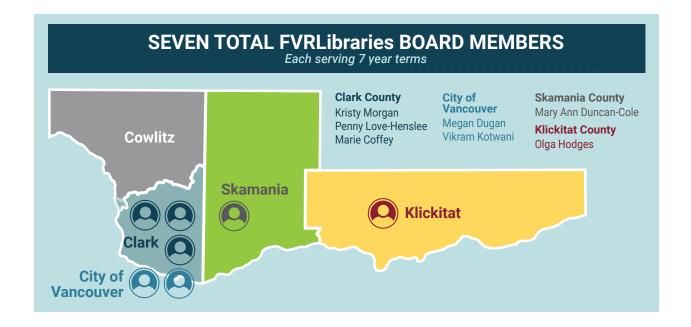
- North Bonneville Community Library

 David Wyatt, Branch Manager
- Stevenson Community Library

 David Wyatt, Branch Manager

KLICKITAT COUNTY

- Goldendale Community Library
 Terra McLeod, Branch Manager
- White Salmon Valley
 Community Library
 Ruth Shafer, Branch Manager



GOVERNANCE

FVRL began in 1950 as Washington's first intercounty rural library district. It's now the fifth-largest library district in Washington. FVRL is an independent taxing district and is governed by a seven-member board of trustees in accordance with RCW 27.12. Three board members are appointed by the Clark County Council, two by the Vancouver City Council, and one each by the Klickitat and Skamania County Commissions. Three of the counties in our service area (Clark, Skamania, and Klickitat) confirm the appointees. The board hires the executive director, adopts the library district's annual operating budget, sets an annual property tax levy, and approves the district's long-range strategic plan. Trustees serve voluntarily and agree to uphold and embody FVRL's Board Bylaws and Trustee Ethics and Responsibilities Policies.

LEADERSHIP

Responsible for the overall strategic direction and leadership of the district, the executive director ensures that FVRL operates within its approved budget while providing relevant programs, services, and materials that meet the needs of the diverse communities FVRL serves. The executive director's leadership team includes the deputy director of Operations and Strategic Initiatives as well as directors for Collections and Technology Services, Communications and Marketing, Facilities, Human Resources, and Outreach and Community Partnerships. The leadership team partners closely with the 12 community librarians who serve as the branch managers of FVRL's libraries, the district's finance manager, and the executive director of the Fort Vancouver Regional Library Foundation, Rick Smithrud.

EXECUTIVE DIRECTOR

Amelia Shelley

DEPUTY DIRECTOR

Mary Abler Library Operations and Strategic Initiatives

DIVISION DIRECTORS

Lynne Caldwell
Collection and
Technology Services
Director

Dave Josephson Facilities and Fleet Director

Justin Keeler Outreach and Community Partnerships Director

Tak Kendrick Communications and Marketing Director

Lee Strehlow Human Resources Director

FINANCE

Attar Bhangal Finance Manager



2022 saw the safe return of programs, activities, and smiling faces throughout the district.

Executive Summary

FVRL's objective for our 2023 budget is to support our vision that everyone in our communities is valued and empowered to succeed, by supporting our strategic goals and priorities, along with providing the traditional services our users depend upon to serve their needs. Our staff has developed a proposed budget rooted in our mission to strengthen our communities through knowledge, experience, and creativity and through our shared values of inclusion, collaboration, and access. We continue to work through our 2021-2024 Strategic Plan, which focuses on our four strategic priorities.

FVRL's 2023 proposed budget is based on all of our community library buildings being fully open to the public for a minimum of six days a week, along with a comprehensive offering of library programs, materials, and services. Our budget includes a return to full library staffing and the implementation of the results of a salary review, to ensure our compensation remains competitive to attract top talent. The budget also supports an increase for our digital collections, and funding to continue some of the expanded library services started during the pandemic, including virtual programming, remote services, and ongoing health and safety procedures.

FVRL will continue to ensure good stewardship of library resources while optimizing existing and new sources for funding. We are focused on building equity in our organization so our staff have the support and resources they need to embody the principles of collaboration and inclusion in their work. The proposed budget for 2023 is balanced at just under \$34 million, including revenues, expenditures, cash balance requirements, and reserves.

FVRL remains committed to providing vibrant, vital library services to all of our communities and users. That includes providing robust access to books and materials online, at curbside, and in our buildings. We look forward to a year of new possibilities with all the FVRL programs and services you have come to know, love, and trust.

Amelia Shelley

Executive Director

Kristy Morgan
Chair, Board of Trustees

2023 Revenue

BUDGET OBJECTIVES

As always, the main objective for our budget is to provide robust library services and exceptional customer service for the citizens of southwest Washington. These objectives include making access to library resources a priority through adequate staffing and hours of service, pursuing capital projects that improve facilities, and evaluating opportunities for small-scale growth into new areas. We are also focused on the initiatives of our current strategic plan, ensuring equity in our practices, building effective community partnerships, creating meaningful connections with our communities, and improving our organizational culture through a focused effort in hiring, training, and retention practices.

REVENUE

FVRL relies on property tax for the majority of its operating revenue. Revenue from property tax is allowed to grow by up to 1% annually under Washington state law. Since 2005, FVRL's revenue has grown by an average of three percent annually, thanks to the additional support that comes through tax revenues generated by new construction and state-assessed utilities.

Our 2023 budget assumes full use of the 1% property tax increase available to FVRL and will account for 81% of FVRL's total budget this year. Other revenue sources include other taxes, grants, and contracts, charges for services, investment interest, and capital reserves and reimbursements, which add \$5.4 million for a total estimated 2023 budget of \$33,902,500, an increase of 7.5% over 2022.



Revenue Source	2022 budget	2023 budget	
Property taxes	\$26,595,500	\$27,495,000	
Other taxes	\$120,000	\$120,000	
Intergovernmental	\$291,500	\$370,500	
Charges for services	\$56,000	\$51,000	
Miscellaneous	\$510,000	\$441,000	
Operational Revenue	\$27,573,000	\$28,477,500	
Reserve Funds	\$2,400,000	\$2,617,900	
Reimbursements	\$1,562,500	\$2,800,000	
Total Revenue	\$31,535,500	\$33,895,400	



General Fund and Reserves

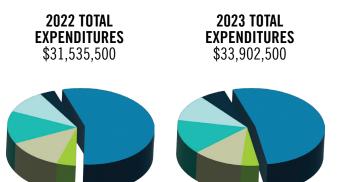
LIBRARY LEVY RATE

Total taxable assessed value for FVRL's service area increased 15% over 2022. However, because of the 1% cap, any growth in taxable assessed value causes FVRL's levy rate to drop. Our levy rate was \$.50 per \$1,000 of property value in 2010, and has declined to \$.2794730502 in 2023. Even though the rate has gone down, FVRL's revenue continues to increase due to rising property values. The 2023 levy rate amounts to approximately \$27.6 million in property tax revenue.

FVRL's general fund represents all of the cash the District has on hand. The fund needs to be adequate to carry FVRL between receipt of tax revenues in April and October, and by policy, needs to retain at least 60 to 90 days of operational support as a rainy day fund. FVRL also holds assigned funds in reserve for capital projects and other expenses and liabilities. In 2022, the assigned portion of the general fund was just over \$12 million, set aside mostly for capital projects.

OPERATIONAL EXPENDITURES

FVRL budgets adequate funding to cover anticipated expenses for the coming year. These can include routine monthly costs as well as one-time expenses. Total personnel costs represent 55% of the total budget of \$33,902,500, which includes capital projects, or 65% of the Operational Budget of \$27,977,500.



Expenditure Source	2022 budget	2023 budget	
Personnel	\$17,565,000	\$17,802,855	
Technology and Supplies	\$1,442,225	\$1,470,000	
Library Materials	\$3,900,000	\$3,800,000	
Operations	\$4,371,170	\$4,924,645	
Expenditures Subtotal	\$27,278,395	\$27,997,500	
Capital Projects	\$3,143,117	\$3,905,000	
Reserved Projects	\$1,113,988	\$2,000,000	
Total Expenditures	\$31,535,500	\$33,902,500	



2023 Expenditures

PERSONNEL

The 2023 budget for wages is \$12,750,000, a 6.25% increase from 2022. There are a number of factors that went into determining this increase. In 2022, we added extra capacity to wages to absorb the anticipated impact of the implementation of the 2021 salary review. An additional factor in wage growth has been the Washington minimum wage increase to \$15.74 on January 1, 2023. Bargaining efforts with both of our unions led to new market-based wages for all employees, with public library assistants starting at \$15.83 plus benefits, for those working over 24 hours a week.

AFSCME and WPEA-represented employees will receive a 2.5% increase in wages on July 1, 2023 per their current Collective Bargaining Agreements (CBA), as will our non-represented employees. We do this to keep the similar classifications of positions commensurate with each other whether or not they are represented. Additionally, AFSCME and non-represented staff are also eligible for scheduled growth and development increases on their anniversaries of up to 5%, and all WPEA-represented staff receive a 2.5% increase on their anniversaries.

The two largest areas of benefit costs to FVRL are health insurance and retirement. Medical and dental insurance coverage and long-term disability are all relatively flat in 2023, thanks to some extra capacity in the 2022 budget. Our employees participate in the Washington Public Employees Retirement System and FVRL's share of the contribution in 2023 is 10.39% of eligible wages.

FVRL also pays the employers' share of the cost for Workman's Compensation and Paid Family Medical Leave (WAPFML), both programs administered by the state. WAPFML rates increased to 8% of wages on January 1, 2023, a cost which both the employer and employee share in terms of contributions. Our Labor and Industries (LNI) Workman's Compensation rates vary annually based on our claims history and position risk classes.

EQUIPMENT, TECHNOLOGY, AND SUPPLIES

We will continue to focus on our cybersecurity efforts and will be adding dedicated Help Desk staff to the IT team, which should improve our response to support tickets, and allow staff to concentrate on larger District IT projects. We will also be updating our self-check software after reviewing the current market for available options.

Supplies include fuel for vehicles, which spiked in 2022. Our Facilities team has been working on reducing the number of trips and increasing other efficiencies to save money and reduce our carbon footprint in this area. Additionally, this category includes software for public-facing services such as OverDrive, Kanopy, and Libby as well as internal functions such as accounting, web management, maintenance, and data analysis. We have also reduced our computer replacement cycle to keep our technology more up to date for staff and patrons.



Breaking ground in the summer of 2023, the new Woodland Community Library will be a welcoming and accessible destination for generations to come.

LIBRARY BOOKS AND MATERIALS

This category includes all of the print and other materials purchased for physical circulation in our libraries. Multiple copies of new and popular items are acquired and shared throughout our service area through a floating collection. It also includes eBooks and eAudio, as well as online databases for music, magazines, and movies.

PROFESSIONAL SERVICES, OVERHEAD, AND MAINTENANCE

This portion of the budget reflects the main operational costs of the District. FVRL anticipates an increase in professional services in 2023 due to a number of factors, including custodial contracts, communications, repairs and maintenance, utilities, insurance, and consultant fees for the Operations Center and Woodland capital projects. The Woodland costs will be partially offset by reimbursements from the Foundation.

LIBRARY CAPITAL PROJECTS

Capital projects make up 15% of our total 2023 budget. The new Woodland Community Library building will break ground in early summer of this year. The current project cost is estimated at just under \$7 million, with about 17% of the cost being attributed to the site, due to the need to mitigate the impact of poor soils. Also in 2023, FVRL will complete the remodel of 2018 Grand Boulevard. FVRL purchased the building in 2021 to serve as the new Operations Center. The current schedule for construction gets us into the building in mid-July.

We are planning a number of other capital projects in our libraries next year throughout the District, including sealcoating and striping the parking lot in La Center, replacing the front doors at Three Creeks, Stevenson, and Vancouver Mall libraries, and remodeling the first floor of our downtown Vancouver Community Library to include a makerspace and additional comfortable seating. Smaller projects are happening at every location and range from adding sound-absorbing panels at Ridgefield, Cascade Park, and White Salmon Valley libraries to installing security cameras at Battle Ground to tree-trimming at Goldendale. We will continue to fundraise for the Washougal Community Library project, and study the opportunities for a branch library in Brush Prairie.

FORT VANCOUVER REGIONAL LIBRARY DISTRICT Statement of Revenue - Budget - Fiscal Year 2023

APPROVED 12/19/2022

	REVENUE	2022 Approved	2023 Approved Budget	Dollar Difference	Percent Change
Bars	Description				
311.10	Property Taxes - Clark	\$24,250,000	\$25,300,000	\$1,050,000	4.33%
311.10	Property Taxes - Cowlitz	\$325,000	\$315,000	-\$10.000	-3.08%
311.10	Property Taxes - Klickitat	\$1,345,500	\$1,315,000	-\$30,500	-2.27%
311.10	Property Taxes - Skamania	\$675,000	\$690,000	\$15,000	2.22%
	Property Taxes	26,595,500	\$27,620,000	\$1,024,500	3.85%
311.11	Other General Tax	0	25,000	\$25,000	0%
318.20	Leasehold Excise Tax Other Taxes	120,000	95,000	-\$25,000	-20.83%
	Other raxes	120,000	120,000	\$0	0.00%
	State grants	0	25,000	25,000	0%
332.00	Federal in-lieu of Taxes	5,000	15,000	\$10,000	200.00%
335.05	State Forest Boards	225,000	150,000	-\$75,000	-33.33%
338.72	INET City of Vancouver (PEG)	61,000	0	-\$61,000	-100.00%
338.72	Yale Valley Library District	162,500	180,000	\$17,500	10.77%
338.72	Contracts - Clark County Jail	500	500	\$0	0.00%
	Intergovernmental, Grants & Contracts	454,000	370,500	-\$108,500	-23.90%
341.60	Equipment Use Fees	20,000	20,000	\$0	0.00%
347.21	Non-Resident Borrower Fee	6,000	6,000	\$0 \$0	0.00%
347.90	Lost / Damaged Material Fee	25,000	25,000	\$0 \$0	0.00%
347.50	Collection Agency Referral Fee	5,000	23,000	-\$5,000	-100.00%
047.00	Charges for Services	56,000	51,000	-\$5,000	-8.93%
	onarges for dervices	55,655	21,000	40,000	0.0070
361.11	Investment Interest	120,000	200,000	\$80,000	66.67%
362.00	Rental Income	2,500	1,000	-\$1,500	-60.00%
367.10	Gifts/Contributions	15,000	15,000	\$0	0.00%
369.90	Miscellaneous	2,500	2,500	\$0	0.00%
369.90	Grants	150,000	50,000	-\$100,000	-66.67%
369.40	Insurance	250,000	2,500	-\$247,500	-99.00%
369.90	Other Miscellaneous - E-Rate	200,000	150,000	-\$50,000	-25.00%
395.00	Sale of Assets	20,000	20,000	\$0	0.00%
	Miscellaneous	760,000	441,000	-\$319,000	-41.97%
	Subtotal-Operating Revenues	27,985,500	\$28,602,500	592,000	2.12%
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397.10	Transfer in (unrestricted)	2,400,000	3 500 000	\$0 \$100,000	0.00%
397.10	Transfer in (restricted)		2,500,000	\$100,000	4.17%
	Transfer from Reserves	2,400,000	2,500,000	\$100,000	4.17%
369.90	Library Friends Groups	150,000	300,000	\$150,000	100.00%
369.90	Fort Vancouver Regional Library Foundation	1,000,000	2,500,000	\$1,500,000	150.00%
	g ,	, ,			
	Reimbursements	1,150,000	2,800,000	\$1,650,000	143.48%
	Grand Total Revenue	31,535,500	\$33,902,500	\$2,342,000	7.43%

FORT VANCOUVER REGIONAL LIBRARY DISTRICT Statement of Expenditure - Budget - Fiscal Year 2023

APPROVED 12/19/2022

LIBRARY OPERATING BUDGET

LIBITARY OF	EKATING BODGET	2022	2023		Porcontago
Pare	Description			Dollar	Percentage
Bars	Description	Approved Budget	Approved Budget	Difference	Increase or Decrease
		Buuget	Buuget		Decrease
Personnel: W	ages & Benefits				
572.00	=	12,000,000	12,750,000	750.000	6.25%
572.00 572.24	Wages Benefit - Medical	2,560,000	2,300,000	-260,000	-10.16%
572.24 572.24	Benefit - Dental	300,000	240,000	-60,000	-20.00%
572.24 572.24		125,000	75,000	-50,000	-40.00%
572.24 572.22	Benefit - Life, AD&D, LTD Benefit - PERS	1,540,000	1,324,725	-215,275	-13.98%
572.22 572.21	Benefit - FICA	910,000	975,375	65,375	7.18%
572.21 572.25	Benefit - L & I	100,000	100,000	05,575	0.00%
572.2X	Benefit - PFMLA	20,000	27,785	7,785	38.92%
		10,000	10,000	0	0.00%
572.28	Unemployment Expense				
Farrinment, T	Personnel Subtotal:	17,565,000	17,802,885	237,885	1.35%
572.30	echnology & Supplies Supplies	\$392,525	\$458,000	65,475	16.68%
572.35	• •	\$266,700	\$250,000	-16,700	-6.26%
572.38 572.38	Small Equipmt (FFE)	\$433,000	\$462,000	29,000	6.70%
572.33	Technology Library Software and Professional	\$350,000	\$300,000	-50,000	-14.29%
372.33	Equipment Subtotal:				1.93%
		1,442,225	1,470,000	27,775	1.93%
Resources: B	ooks, Materials & e-resources				
572.34	Library Books & Materials	\$2,300,000	\$1,903,500	-396,500	-17.24%
572.39	Electronic Resources	\$1,600,000	\$1,896,500	296,500	18.53%
	Resources Subtotal:	3,900,000	3,800,000	-100,000	-2.56%
Operations: Services, Overhead and Maintenance					
572.41	Professional Services	\$1,725,000	\$2,079,225	354,225	20.53%
572.42	Communications	\$387,800	\$410,000	22,200	5.72%
572.43	Training / Travel	\$108,000	\$108,000	0	0.00%
572.44	Advertising	\$30,000	\$30,000	0	0.00%
572.45	Rentals / Leases	\$567,925	\$560,000	-7,925	-1.40%
572.46	Insurance	\$220,000	\$250,000	30,000	13.64%
572.47	Utilities	\$458,855	\$450,000	-8,855	-1.93%
572.48	Repairs & Maintenance	\$704,250	\$870,000	165,750	23.54%
572.49	Misc / Dues / Printing / Other	\$165,700	\$163,750	-1,950	-1.18%
572.50	Intergovernmental Services	\$3,640	\$3,640	0	0.00%
	Operations Subtotal:	4,371,170	4,924,615	553,445	12.66%
Subtotal-Oper	rating Expenditures	27,278,395	27,997,500	719,105	2.64%
Capital Project	cts: Library Improvements				
572.62	Buildings / Non-Owned	\$500,000	\$300,000	-200,000	-40.00%
572.62	Yale	\$40,000	\$40,000	0	0.00%
594.62	Buildings / Owned	\$3,392,105	\$5,500,000	2,107,895	62.14%
594.64	Machinery & Equipment	\$325,000	\$65,000	-260,000	-80.00%
	Capital Projects Subtotal:	4,257,105	5,905,000	1,647,895	38.71%
Grand Total All Expenditures		¢24 E2E E00	£ 22 002 500	¢ 2267.000	7 540/
Granu Total Al	i Expeliulture:	\$31,535,500	\$ 33,902,500	\$ 2,367,000	7.51%



EquityWe prioritize equity in all aspects of our work.



Partnerships
We build relationships with
and between organizations in
our communities.



Connections
We offer inclusive and welcoming buildings, experiences, and resources.



Organizational Culture
We value and respect
each other's skills, creativity,
and resourcefulness.

2021-2024 Strategic Plan Progress

FVRL is entering the third year of work on our strategic plan, with an eye toward completing its current initiatives and determining next steps for the District's future. Key to this will be understanding and evaluating our communities' needs, which have been impacted by the pandemic. We are very proud of what we have accomplished, despite the challenges in each area of focus, and wish to share an overview of those successes.

EQUITY: We prioritize equity in all aspects of our work.

- Provided sets of diversity materials to each library to create displays for specific annual celebrations including Black History, Asian American and Pacific Islander Heritage LGBTQ Pride, Disability Pride, Hispanic Heritage, and Native American Heritage months.
- In conjunction with these diversity displays, FVRL staff assembled book lists of titles for various reading levels, genres, and formats that are posted on our website year-round.
- Developed a new curriculum for storytimes, with a special emphasis on inclusive programming and Anti-Bias Education principles in order to help ensure more of our families are able to see themselves reflected in our early literacy programming.

CONNECTIONS: We offer inclusive and welcoming buildings, experiences, and resources.

- ► Summer @ Your Library partnered with 20 different agencies at 29 individual locations, reaching over 8,000 children.
- Launched our new monthly News & Events booklets to promote area-specific and district-wide program information and resources.
- Added Anytime Storytimes in the spring of 2022. To date, these virtual storytimes have been viewed over 2,400 times.
- ▶ In 2022, FVRLibraries hosted 73 in-person programs, 11 performances, 119 virtual programs, and 16 on-demand programs for children and families.
- ▶ Updated our promotional photos to reflect our communities instead of using stock footage or years-old imagery.





A new mural from local artist Sarah Lynne Hunter will be unveiled at Cascade Park Community Library in the summer of 2023.

PARTNERSHIPS: We build relationships with and between organizations in our communities.

- In addition to our longstanding partnerships, we have been steadily increasing our efforts to develop more meaningful partnerships with agencies and groups that support non-dominant communities, including the Southwest Washington chapter of Parents and Friends of Lesbians and Gays (PFLAG), the Columbia River Institute for Indigenous Development, Washington Gorge Action Programs (WAGAP), Early Childhood Education Assistance Programs (ECEAP), and Head Start programs around the district.
- ▶ Local artist Sarah Lynne Hunter has been commissioned to paint a six-panel, movable mural for the long wall at Cascade Park Community Library. Her proposal, "Growing a Reader," was selected from 15 responses to a competitive Call for Artists. The mural series is planned to be unveiled in the summer of 2023.
- ▶ In December 2022, we began a partnership with Columbia River Mental Health Services to help connect the most vulnerable in our community to specific social services through the CRMHS' Community Navigators program. Trained Navigators provide hands-on assistance to help community members access crucial services, programs, and resources for needs like childcare, food, housing, and healthcare.

ORGANIZATIONAL CULTURE:

We value and respect each other's skills, creativity, and resourcefulness.

- ▶ Implemented pay increases to get nearly all positions to a minimum of 100% of the market.
- ▶ Developed and conducted mandatory Equity Foundational Training for all staff, with a quarterly offering for new employees.
- ▶ Provided training for employees on the use of our new Equity Lens and Toolkit.
- ► Replaced our automated handling machines at three locations: Cascade Park, Three Creeks, and Vancouver.
- Added a new communications project management system for internal use so staff can submit promotional requests, signage, online calendar edits, and suggestions for our website in one place.

2022 Year in Numbers



624,040 Physical Items



234,044 Library Card Holders



22,191 New Accounts



64,422 Student Accounts



708
Educator Accounts



686 Volunteers

19,159 Contributed Hours





1,692,669 Items Checked Out



0,030 Book by Mail



ZU / State Park

2,172
ILL Loans
· 3,512
ILL Borrows



DIGITAL



72,749
Kanopy Plays
47,680
Hoopla Circulations



672,556
eBook Checkouts
658,925
eAudio Checkouts



993,378
Website Visits



101,664 Computer Sessions

TOP DATABASE RESOURCES USAGE



59,000+Value Line
3x 2021 usage



375,482 PressReader 2.5x 2021 usage



157,298 World Book 4.5x 2021 usage



8,161
Program Participants