

## Jackson County Library District

### Board Retreat

July 11, 2019

9:00 AM to 3:00 PM

Jacksonville Community Center, Great Room  
160 East Main Street, Jacksonville, OR 97530

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## DAY 1

### Attending

*From the JCLD Board: Susan Kiefer, George Prokop, Jill Turner, Cathy Shaw, Eric Dziura*

*From the JCLD Staff: Lisa Marston, District Administrator*

*From JCLS: Kari May, Library Director*

*From LS&S: Jennifer Giltrop, Chief Library Officer*

*From Coraggio Group: Michael Kosmala*

### Materials

#### Handouts

- FY18/19 milestones/decisions (JCLD)
- Draft roadmap (JCLD)
- Hiring requirements for public entities under Oregon law (JCLD)
- Retreat PPT

Flipcharts and easel

Markers

### Focus

- 2020 Transition

### Outcomes

- Greater clarity and direction on key priorities facing the library district in the coming year
- Alignment on high-level roadmap
- Alignment on communication plan
- Alignment on hiring process
- Library leadership has a better sense of how to handle and prepare for change
- Greater team cohesion and engagement as you look forward to the coming year

### Agenda

9:00 am

#### **Setting the Stage**

- Welcome and introductions
- Overview of agenda
- Community agreements

9:15 am

#### **Hindsight – Looking Back**

- Review key milestones or decision points
- Identify key learnings or takeaways

## DAY 1 continued

- 9:30 am      **Foresight – Looking Forward** (will include 15 min break during this agenda item)
- Present and discuss high level roadmap for the future
  - Prioritize 'big rocks' – what are our must dos for the coming year
  - Identify and discuss topics requiring board direction
- 12:00 pm      **Lunch**
- 12:30 pm      **Change Management**
- Overview of key principles
  - Introduce framework
  - Socialize framework
- 2:15 pm      **Big Shifts**
- What are the big shifts we need to make in the coming year as a Workforce? Board? Organization?
  - How do we communicate about these shifts? Internally? Externally?
- 2:45 pm      **Wrap Up and Next Steps**
- 3:00 pm      **Adjourn**

*Note: The Board Retreat will continue on July 12, 2019, at 12:00 p.m. at the Ashland Public Library, Gresham Room, following the Board's regular meeting.*

## DAY 2

### Materials

#### Handouts

- JCLS Strategic Plan Framework

### Focus

- Library Operating Plan for 2019-2020

### Outcomes

- Greater clarity and direction on priorities for Library leadership in the coming year
- Alignment on strategic framework
- Alignment on performance expectations and metrics

### Agenda

12:00 pm	<b>Lunch</b>
12:30 pm	<b>Board Self-Evaluation</b>
1:00 pm	<b>Setting the Stage</b> <ul style="list-style-type: none"><li>• Overview of agenda</li><li>• Community agreements</li></ul>
1:05 pm	<b>Hindsight – Looking Back</b> <ul style="list-style-type: none"><li>• Review key milestones or decision points during the past year</li><li>• Identify key learnings or takeaways</li></ul>
1:30 pm	<b>Foresight – Looking Forward</b> (will include 15 min break during this agenda item) <ul style="list-style-type: none"><li>• Present and discuss strategic framework</li><li>• Prioritize our must dos for the coming year</li><li>• Identify and discuss topics requiring board direction</li></ul>
3:15 pm	<b>Other Board Considerations for 2019-2020</b> (aside from the transition) <ul style="list-style-type: none"><li>• Library Strategies' recommendations</li><li>• Hours</li><li>• OLA Standards</li><li>• Other?</li></ul>
3:45 pm	<b>Wrap Up and Next Steps</b>
4:00 pm	<b>Adjourn</b>



Jackson County  
**Library**  
Services

Jackson County Library District  
Library Board of Directors  
*Work Session*  
July 11, 2019

**Agenda Packet Materials**

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[Work Session Documents for Prior Review](#)

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## **Board Work Session**

### **Meeting Summary**

Attended by: Board Members: Susan Kiefer, George Prokop, Jill Turner, Carol Doty, Cathy Shaw; District Administrator: Lisa Marston; Library Director: Kari May; Facilitator: Margot Helphand

#### I. Confirm Work Session Objective

##### **To build a Transition Road Map including Key Actions and Accountability**

#### II. Identify a Shared Vision for the an Effective Transition by July 1, 2020

- The transition is seamless for patrons and staff. Everything works as well as it has or better
- Systems are integrated
- The transition is smooth for staff and we have a high retention rate
- We use legal services wisely – “We do it right”
- We operate at our current levy – \$0.52 per \$1,000 through June 30, 2021
- We have excellent internal and external communication, so people are well informed about the transition
- We make data driven decisions
- We have an agreement with the county and other entities on buildings
- We have appropriate staff and organizational structure to support our operations
- We have a robust technology infrastructure

Major Transition Tasks/Priorities – “Big Rocks”

(Priorities are .....)

- Staffing – Develop HR Plan with assistance of consultant/attorney
- IT – Develop IT plan with options, with assistance of consultant
- Governance – Complete Board policies
- Internal Communication – Consistently communicate with staff regarding transition
- External Communication – We are committed to reaching out to stakeholders and proactively communicating about the transition

III. Key Assumptions

- The majority of library functions are performed by staff employed by the district
- Discussion of hours is not a key transition issue
- The Board operates as a policy board with a complete set of policies
- Intention is to transition all LS&S employees who want to be transitioned; however, we cannot commit a future Board

IV. Develop Transition Road Map in Key areas:

A. Facilities

Currently	By July 1, 2020
The County owns 8 buildings	There are agreements and leases in place with all entities
Other buildings owned by other entities	

NEXT STEPS

WHAT	WHO	WHEN
Share each building status and path forward with Board and legal including timeline	Lisa	2/28/19
Create schedule for agreements with benchmarks	Lisa	3/31/19
Hold meetings with entities	Lisa	TBD
Agreements approved	Lisa	TBD

B. Staffing

Currently	By July 1, 2020
Most library functions are performed by staff employed by LS&S	The majority of library functions are performed by staff employed by the district
One person is employed by the District	We have clarity of which functions are performed in-house and which are contracted out
We have a variety of contractors <ol style="list-style-type: none"> <li>1. Accounting and admin support</li> <li>2. Facilities</li> <li>3. Maintenance</li> <li>4. Security</li> <li>5. Custodial</li> <li>6. Internet</li> <li>7. Telecommunication</li> <li>8. Auditor</li> <li>9. Legal</li> <li>10. Misc consultants</li> </ol>	Contracts are renewed for outside contractors (i.e. #2 - #9)
	We have the organizational structure to support library service delivery
	Down the road we may look at contracted services to determine which to continue contracting or bring in-house or look at other approaches to delivering these functions

NEXT STEPS

WHAT	WHO	WHEN
Schedule and complete contracts for current contractors	Lisa	Ongoing
Consult with labor law attorney re: employee questions	Lisa	Now

Hire HR consultant Focus: Develop HR plan with options: <ul style="list-style-type: none"> <li>- Organizational design</li> <li>- Administrative structure</li> <li>- Recruitment and retention</li> <li>- How to implement</li> <li>- Total compensation/benefits</li> <li>- Job descriptions</li> </ul>	Lisa	No later than 3/15/19 Asap
Recommendation to Board	HR Consultant/ Lisa	7/1/19
HR decisions	Board	9/30/19

C. Library/Branch Operations

Currently

By July 1, 2020

Library Director is studying staffing levels	Maintain operations as we have now or better
LD is working on customer service	

D. Technology/IT Support and Management

Currently

By July 1, 2020

Invested in and updated a lot of technology	We have a seamless transition for patrons and staff
Technology Plan being executed	We have clarity on how we deploy and deliver IT
	We stay with Polaris

NEXT STEPS

WHAT	WHO	WHEN
Hire IT Consultant	Lisa/George	3/15/19
Review options as developed by consultant	Board	7/30/19
Determine Technology needs	Board	9/1/19



E. Collection Acquisition and Management

Currently	By July 1, 2020
We have an adopted collection development/management plan	
Increased collection budget and staff support	
All collection acquisition and management done by LS&S	We have implemented new plan for collection acquisition and management

NEXT STEPS

WHAT	WHO	WHEN
Explore options for collection management	TBD	10/1/19
Decision re: collection management	Board	1/1/20

F. Governance

Currently	By July 1, 2020
We are working on our policies	We have clarity on which committees are Board committees and which are staff and board members have transitioned away from chairing staff committees
	Operationalizing policy governance, tied to the budget
	We have oriented new board member/s
	The Board operates as a policy board with a complete set of policies
	We have MOUs with Friends groups and the Foundation
	We have a process for fiscal and services accountability

	We have clear Board goals and hold ourselves accountable to them
	Board set priorities that guide the Director and Administrator for budget prep

NEXT STEPS

WHAT	WHO	WHEN
Review completed policies and identify gaps	Lisa/Margot	2/28/19
Develop full packet of policies for board review and adoption	Lisa/Margot	7/30/19
Transition chairs of committees to staff (Technology, facilities)	Board	7/1/20

G. Communication – Internal

- Currently the District does not have a way to communicate directly with library staff as they are LS&S employees
- It is important to consistently/regularly communicate with staff regarding the transition
- Ideally communication would be in the form of joint communiques – District and LS&S

NEXT STEPS

WHAT	WHO	WHEN
Determine what we want to communicate	Lisa/Board/Kari	2/15/19
Clarify LS&S’s position on the District communicating with employees	Kari	2/15/19
Develop joint communication agreement	Lisa/Kari	3/1/19
Implement 1 <sup>st</sup> quarterly communication	Lisa/Kari	4/1/19

H. Communication – External

- We are committed to reaching out to stakeholders and proactively communicating about the transition

NEXT STEPS

WHAT	WHO	WHEN
Develop External Communication Plan Identify key stakeholders and appropriate contact person for each, priorities and timeline	Cathy, Lisa, Kari	4/1/19
Begin implementation		

# Notes from July 12-13, 2018 Board Annual Advance Related to 2020 Transition Planning

## 1. Options Going Forward

Preparatory to reviewing its action plans, the Board clarified and evaluated its options for going forward post-2020 when its contract with LS&S concludes. The options include continuing to outsource library operations to LS&S or to operate the system with the District as the Employer. It was the consensus of the Board to prepare for a “Board Employer” model because it will maximize the governing Board’s control over the staffing, services, and operations of the entirety of the District.

## 2. Segue to 2020

A. Assumptions of the Board related to the transition include this starter list:

Assumptions of the Board:

1. In 2020, the model must include that the library director report to the Board
2. It does not have to be the case that every staff member reports to the Board
3. It needs to be an efficient model
4. “Staff” does not have to be an “employee” (i.e. could be a contractor)
5. Outsourcing is fine if it is efficient and necessary and affordable
6. Wages are competitive amongst the comparator agencies
7. Our intention is to transition all employees who want to be transitioned; this is our intent but not a guarantee—we will have new board members by 2020—cannot commit a future board to this.

B. Next Steps relating to this priority include:

1. Board discussions with LS&S will proceed regarding salaries and gap positions. (August and September, 2018 Board meetings)
2. Develop Cost Model(s): Cost out such a model at the baseline level (positions, wages, benefits, hours and services at current levels) for comparability. Present to the Board at an October 2018 work session. (Jill Turner and Lisa Marston)
3. A “what if” cost analysis may also be needed; this is something to discuss further as LS&S proposals (especially wages and positions) in process are addressed over the summer. (Jill Turner and Lisa Marston).
4. Notify LS&S: The consensus of the Board was that the Board President notify LS&S that the District plans to consider at a future Board meeting the question of whether or not to renew its existing contract with LS&S and that LS&S could propose to provide services based on model specifications determined by the Board. (Susan Kiefer and Lisa Marston)

5. Once an official decision has been made, work with LS&S on a joint communique to staff regarding the Board's intentions and issues of staff concern related to this change. (Susan, Lisa)
6. The District will pursue its due-diligence to plan the transition, with the cooperation of LS&S (Amendment 1). (Discussion at September 2018 Board meeting; Susan Kiefer)
7. A Board representative will contact Santa Clarita regarding "lessons learned" in transitioning its library operations from LS&S to the municipality. (Cathy Shaw, Lisa Marston)

C. Priorities of the Board for the Board

1. The Transition to Board as Employer model
2. The Buildings and the County agreements pertaining to them
3. A contract amendment with LS&S may be a priority regarding salaries and position gaps: this is to be determined.
4. As the user base is affected, the addition of operating hours is not a priority of the Board at this time (wait a year)
5. A master calendar such as described above is a priority of the Board
6. A 2019-20 OLA Standards Review is not a priority of the Board

To: JCLD Board of Directors  
From: Lisa Marston  
Date: June 29, 2018  
Re: Options Assessment, “Segue to 2020” Discussion

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## Introduction and Background

At its March 16, 2018 work session, the Board determined to begin the work required to decide on its future operational model. From that work session’s action notes:

*“The Board will begin now to revisit and consider its vision for the Library District and develop values and other framework reference points for making an informed decision on its future operational model. The Board will begin immediately to build time into board meetings and work sessions to construct, review, and discuss same. What do we need to know to decide? What will we base our decision on? What operational scenarios are possible? What must be our timeline? What is our back map for proceeding?”*

## Purpose

The purpose of the upcoming work session is to further that work, including identifying and clarifying the Board’s options for operating the Library, evaluating these options, and developing a work plan and timeline accordingly, for the Board and District staff. This document is meant to help the Board prepare for a productive discussion of its options for library operational models going forward. Our work will begin with defining and clarifying the options and then evaluating these options, their strengths, weaknesses, opportunities, and threats.

**The “Segue to 2020” Actions and Timeline** agenda item is scheduled for Day 2 of the Board Advance. At that time, the Board will be weighing its options for operating the Library starting in 2020. This document provides many, if not all, considerations for that discussion. It also includes a starter list of work that would need to be done in the event that the Board decides on a departure from the current operational model.

## Defining and Clarifying Options

The Board has at least three options going forward. We will define and clarify these options as well as any other options the Board may want to consider. [Are there other options to consider?](#)

1. Continue to contract with LS&S to run the operations of the Library;
2. The Board operates the Library in-house;
3. The Board operates the Library in-house and contracts with LS&S and/or other vendors to provide selected functions and/or services.

## Weighing Options

The following are some considerations to ponder in preparation for our work session.

### Values-based criteria for future operational model decisions

At its March 16<sup>th</sup> work session, the Board started a list of values-based criteria for future operational model decisions. The following is from that work session’s notes. What do these ideas mean to you? What other concepts should be included?

Options should be evaluated for their capacity to fulfill the District’s strategic intent and mission. Why is the District Board considering these options? What values and principles are driving the decision? What outcomes does the Board want to achieve? What will change, what will be different? What will the impact be on taxpayers, patrons, staff, the community, and other stakeholders?

*The following are values-based ideas collected at the March 16th brainstorming:*

- *Trust*
- *Integrity*
- *Efficacy of providers*
- *Quality of service*
- *Value for the dollar*
- *Taxpayer value for the dollar*
- *Ratio of local to external investment*
- *Level of service: essential-exceptional*
- *What is sustainable?*
- *Transparency*
- *Leadership/Management collaboration*
- *Management/Staff talent, development, retention, bench*
- *Leading edge of technology*

### **Critical Success Factors (CSFs)**

The Board will want to consider critical success factors and plan accordingly. More work may be needed by the Board concerning these factors and that should enter into the work plan for the Board going forward.

What is absolutely essential to the District’s success? What do we know regarding these and what more do we need to know? How will we monitor and measure each CSF to ensure our focus remains on what is most important? What are the implications of this for staffing and organizing?

### **Political Feasibility**

Ours is a local government; our Board governs and is directly accountable to the public. Politically, what are the pluses and minuses (+/-) attached to our options? What concerns the Board? What is the critical path that should anchor the Board’s decision?

### **Social/Community Considerations**

Our decisions impact the residents of our county and communities. What are the social, the human pluses and minuses (+/-) of our options?

### **Anticipating Intended and Unintended Consequences**

What will or could be the consequences attached to our decision? What possible consequences have we perhaps not considered?

### **Financial Feasibility Analysis**

Time was spent in 2017 developing various projections to determine if the District could afford to operate the libraries independently. That and other pertinent financial information should be compiled and updated into a model that defines any assumptions and includes financial projections under multiple scenarios over five years. The LS&S proposals regarding compensation, staffing gaps, and hours should also be factored into the financial analysis. The goal of this exercise will be to help the Board

determine if the District has the financial resources to operate the libraries in 2020, and beyond, in accordance with the values and strategic intent established for the organization.

### **Insourcing / Outsourcing / Hybridizing**

Discussions about the options, including what to outsource, what to insource, and what to hybridize should happen in conjunction with the financial analysis. If the Board decides to continue outsourcing the Polaris ILS and/or collections acquisition, for instance, such decisions would make a difference in the amount of planning, effort, and resources needed to execute a transition.

### **Timing of Decision**

Although a decision to depart from the current model can be made as late as 6 months prior to the expiration date of the current contract with LS&S, from a practical and political standpoint, the decision should be made at least 12 months in advance. Making a decision no later than June 30, 2019 is advisable for a number of reasons. For instance, if the Board decides to continue outsourcing library operations to LS&S, making a decision sooner would allow the District and LS&S staff to focus scarce resources on implementing current initiatives. On the other hand, if the Board decides to insource some or all library operations starting July 1, 2020, knowing the decision a year in advance would allow adequate time for planning and transition; it would also give staff time to consider their alternatives.

## **2020 Planning Considerations**

Regardless of the option chosen, the future operational model will require a great deal of the Board's thought, time, and attention. Even a contract renewal should be viewed with the same deliberateness as a major change of operational models. A different model should, and by contract will, include planning with LS&S.

### **Transition Plan**

As soon as the decision is made, a transition plan should be developed in conjunction with LS&S. The content, complexity, and details required in the transition plan will depend largely on whether the District plans to internalize all library operations or just some library operations. For instance, a decision by the District to internalize everything—human resources (paid staff and volunteers), technology, Polaris ILS, collections—would trigger a multitude of tasks that would need to be tracked and migrated successfully to ensure a smooth transition for the public and for staff.

### **Public Information, Community Building around the Decision**

The transition plan should also include strategies for public information, outreach and building understanding in the community about the District's future direction. Patrons, staff, volunteers, and other key stakeholders should be appropriately informed about the decision and what it means for them. They should be assured that library service levels will be maintained or improved. Clearly communicating the values underlying the decision will be an important component of building community understanding and support and avoiding unnecessary concern and disruption.

### **Design the Organization**

#### **Organizational Design**

One of the first tasks will be to design the organization to achieve the goals and strategy articulated by the Board through its policies. One option is to keep the same structure. Another option is to design a new organizational structure without regard to its existing structure. A third option is to follow a hybrid approach, retaining the most effective aspects of the current structure while introducing new elements,



as needed. Each option has pros and cons, which should be weighed when deciding on the organization's structure.

The factors involved in organizational design are many, ranging from structural form to information and control systems. To ensure a thorough and strategic review of organizational design factors, a list of key factors would be included in the transition plan.

### Information Systems

Since information systems, including accounting information systems, have become critical drivers of organizational effectiveness, this is an area that warrants special attention. Based on preliminary research, it appears that the Polaris ILS has a budgeting module that may be linked to other accounting software, which means, for instance, data elements could be pulled from the acquisitions subsystem and used to populate the accounting program. If the Board decides to insource the Polaris ILS and other technology, hiring an IT Director immediately to oversee the transition and the organization's information systems is arguably a critical success factor.

### Staffing Plan / Organizational Chart

Another critical task is the staffing plan and organization chart. What and how many positions are required, and where? The District could choose to adopt the Library's existing staffing plan, create an entirely new plan, or take a hybrid approach. To ensure that the staffing plan is strategic, we should analyze the staffing plan, aligning it with the District's strategic objectives.

### Job Descriptions

A job description will be needed for every position included in the staffing plan. The job descriptions will describe the position's primary roles and responsibilities; education and experience requirements; knowledge, skills, and abilities; working conditions; reporting structure, etc.

### Salary and Benefits Plan and Schedule

A salary and benefits plan and schedule must be established before starting the recruitment process. The salary and benefits schedule will also assist with financial planning and forecasting.

### Payroll Processing

The District will need to decide whether to process payroll internally or outsource it. Evaluating payroll processing providers will be included in the Board's 2018-2019 action plan.

### Personnel Policies

Another item that will need to be in place before starting the recruitment process is the District's personnel policies (employee handbook). A volunteer handbook, with policies and procedures, would also be required.

### Employee Training and Development / Performance Measurement and Evaluation

An employee development, training, and performance and evaluation model should also be in place prior to recruitment.

### Staff the Organization

Once the human resources infrastructure is in place, the recruitment process should be a matter of completing the following tasks:

### Post positions

Decide where and how long to post the open positions. A detailed checklist should be included in the transition plan.

### Screen potential candidates

Decide how candidates will be screened and who will do the screening. Details should be included in the transition plan.

### Interview candidates

Decide how candidates will be interviewed (phone first, then in person) and who will do the interviewing. Details should be included in the transition plan.

### Post-interview notification process

Decide how candidates will be notified and who will be responsible for the notifications. Details should be included in the transition plan.

### Onboarding / New Hire Orientation

An onboarding and orientation plan for new hires would already have been developed prior to the recruitment process.

## In Conclusion

The purpose of the “Segue to 2020” discussion is to clarify and evaluate the Board’s options for operating the library in 2020 and to develop a Board work plan going forward. This document is to provide a backdrop and concepts for the discussion on July 13, 2018, which is Day 2 of the Advance. Deciding on the post 2020 library operational model is arguably the most important and impactful decision this Board will be faced with during its tenure. It will have consequences for future boards and for the Library District’s stakeholders. It is essential that the decision be based on a thorough understanding and evaluation of the Board’s options.

JCLD Long Term Plan Summary

	A	B	C	D	E	F	H	I	J	K	L	M	N	O
1			Historical				Future Estimates				%			
2			14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 ESTIMATE	19-20 ESTIMATE	20-21 ESTIMATE	21-22 ESTIMATE				
3		<b>Revenues</b>												
4		Current Property Tax Collections	8,571,557	9,061,194	9,493,725	10,003,006	10,475,000	10,824,000	11,265,000	11,727,000	93%			
5		Interest Income	34,190	36,009	82,739	172,103	230,000	250,000	250,000	250,000				
6		Subtotal Fees and Charges	387,583	481,767	414,620	388,206	354,000	336,000	318,000	325,000				
7		Donations/Grants and all other	492,248	314,821	256,423	722,165	685,500	285,500	311,600	311,600				
8		<b>Total Revenues</b>	<b>9,485,578</b>	<b>9,893,791</b>	<b>10,247,507</b>	<b>11,285,480</b>	<b>11,744,500</b>	<b>11,695,500</b>	<b>12,144,600</b>	<b>12,613,600</b>				
10		<i>Percent Change</i>		<i>4.3%</i>	<i>3.6%</i>	<i>10.1%</i>	<i>4.1%</i>	<i>-0.4%</i>	<i>3.8%</i>	<i>3.9%</i>				
12														
13		<b>Expenditures</b>												
14		Personnel	0	2,934,181	3,209,142	3,771,453	4,031,145	4,211,100	6,940,000	7,287,000	58%			
15		Administration	6,896,372	300,692	439,296	369,698	412,000	628,000	712,500	502,500				
16		Building	0	733,263	832,756	896,622	1,175,000	1,200,000	1,226,000	1,253,000				
17		Utility	0	545,852	534,107	543,725	589,000	604,000	628,000	653,000				
18		Tech	0	153,984	214,435	252,662	527,000	375,000	522,000	522,000				
19		Donations and Programs	0	238,578	278,937	335,692	1,001,000	373,000	396,000	397,000				
20		Library Materials/Books/Digital	0	786,936	772,709	813,500	1,195,600	1,231,000	1,400,000	1,500,000	12%			
21		LS&S Administration, profit and OH	0	1,700,364	1,626,300	1,613,410	1,715,367	1,766,828	0	0				
22		Transfer to Capital Imp Fund	0	0	0	2,000,000	2,050,000	1,300,000	250,000	250,000				
23		Contingency	0	0	0	0	0	0	607,000	631,000	5%			
24		<b>Total Expenditures</b>	<b>6,896,372</b>	<b>7,393,849</b>	<b>7,907,682</b>	<b>10,596,762</b>	<b>12,696,111</b>	<b>11,688,927</b>	<b>12,681,499</b>	<b>12,995,499</b>				
26		<i>Percent Change</i>		<i>7.2%</i>	<i>6.9%</i>	<i>34.0%</i>	<i>19.8%</i>	<i>-7.9%</i>	<i>8.5%</i>	<i>2.5%</i>				
28														
29		Revenues less expenditures	2,589,206	2,499,942	2,339,825	688,718	-951,611	6,573	-536,899	-381,899				
30														
31														

JCLD Long Term Plan Summary

	A	B	C	D	E	F	H	I	J	K	L	M	N	O
			<b>14-15 Actual</b>	<b>15-16 Actual</b>	<b>16-17 Actual</b>	<b>17-18 Actual</b>		<b>18-19 ESTIMATE</b>	<b>19-20 ESTIMATE</b>	<b>20-21 ESTIMATE</b>	<b>21-22 ESTIMATE</b>			
2														
32		Tax Rate	0.52	0.52	0.52	0.52		0.52	0.52	0.52	0.52			
33														
34		Operator	DISTRICT COUNTY/ LS&S	DISTRICT LS&S	DISTRICT LS&S	DISTRICT LS&S		DISTRICT LS&S	DISTRICT LS&S	DISTRICT	DISTRICT			
35														
36		FTE	68	68	70	78		79	79	106	106			
37		Average wages and benefits	42,538	42,281	44,083	46,894		47,681	49,112	65,720	69,006			
38		First Step Library Associate 1	10.00	10.00	10.50	11.85		12.21	12.57	14.11	14.53			
39		First Step Librarian 1	18.00	18.00	18.00	19.04		19.61	20.20	22.72	23.40			
40		Total Print Circulation	1,611,543	1,860,124	1,829,339	1,758,326								
41		Electronic Circulation	89,290	125,638	155,157	137,055								
42													<b>2017-2018</b>	
43		<b>Hours of Operation</b>											Circulation	Population
44		Applegate	12	16	16	16		16	16	20	20		27,343	1,389
45		Butte Falls	8	10	10	10		10	10	20	20		6,902	1,327
46		Prospect	8	12	12	12		12	12	20	20		21,110	1,028
47		Ruch	16	18	18	18		18	18	20	20		34,025	3,905
48														
49		Gold Hill	16	18	18	18		18	18	30	30		37,946	5,235
50		Jacksonville	20	24	24	24		24	24	30	30		65,196	5,507
51		Shady Cove	16	18	18	18		18	18	30	30		29,691	6,511
52														
53		Eagle Point	24	28	28	28		28	28	40	40		64,579	12,181
54		Phoenix	16	22	22	22		22	22	40	40		54,190	10,430
55		Rogue River	28	28	28	28		28	28	40	40		88,893	9,798
56		Talent	36	36	36	36		36	36	40	40		117,279	8,833
57		White City	22	22	22	22		22	22	40	40		38,099	10,779
58														
59		Ashland	40	40	40	40		40	40	50	50		431,519	25,405
60		Central Point	24	36	36	36		36	36	50	50		159,592	27,153
61		Medford	24	40	40	40		40	40	50	50		565,306	85,577
62		Digital (includes Hoopla)											186,010	0
63		Totals	310	368	368	368		368	368	520	520		1,927,680	215,058
64		Percent Change		18.7%	0.0%	0.0%		0.0%	0.0%	41.3%	0.0%			