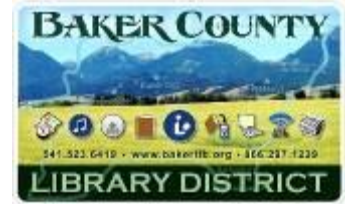


Budget Committee Meeting Agenda



Electronic meeting available via Zoom platform

Meeting ID: 849 6461 9197

<https://us02web.zoom.us/j/84964619197?pwd=OWJv9C4WrqF5x7B2ValuJwkdyTiziZ.1>

Or dial in using a phone. United States: 1 719 359 4580 Access Code: 271536

Wed. May 20 2026 6:00pm – 8:00pm

Board Directors

Ashley	McClay	<input type="checkbox"/>
Jacque	Cobb	<input type="checkbox"/>
Kyra	Rohner	<input type="checkbox"/>
Beth	Bigelow	<input type="checkbox"/>
Joan	Spriggs	<input type="checkbox"/>

Committee Members

Aletha	Bonebrake	<input type="checkbox"/>
Linda	Collier	<input type="checkbox"/>
Monica	Mathews	<input type="checkbox"/>
Joy	Leamaster	<input type="checkbox"/>
Rick	Teegarden	<input type="checkbox"/>

Budget Officer: Perry Stokes

- I. **Call to Order by President of Library Board** Rohner
 - i. Introductions & roll call
- II. Nomination & election of Chair of Budget Committee Rohner
- III. **Additions/deletions from the Agenda (ACTION)** Chair
- IV. **Conflicts or potential conflicts of interest** Chair
- V. **Presentation of proposed budget by Budget Officer** Stokes
 - i. Budget Message
 - ii. General Fund
 - iii. Other Uses Fund
 - iv. Sage Library System Fund
 - v. Reserve Fund – Capital Investment
- VI. **Public comment** Chair
- VII. **Budget Committee questions and deliberations** Chair

- VIII. **Approval of Budget (ACTION) [if applicable]**
 - Vote on Approval of Budget
 - Standard motion language: "...that the Baker County Library District budget committee approve the YYYY-YYYY fiscal year budget and the property taxes it contains at the permanent rate of \$0.5334 per \$1,000 of assessed value for operating purposes, and at the rate of \$0.249 per \$1,000 for local option tax."
 - See attachment: Recommended Budget Committee Motion

Motion	2 nd	
Vote		
Y	N	AB

- IX. **Recess or Adjournment** Chair

**Second Budget Committee Meeting
(in case of recess)**
Thu, May 21, 2026, 6:00 pm

Other Local Budget Meeting(s):
Budget Hearing / Regular Board Meeting
Tue, June 9 2026, 5pm

Recommended Budget Committee Motion

I move to approve the Baker County Library District budget for the 2026-27 fiscal year for the total amount of **\$3,794,898** and the amounts per fund as shown below:

Fund	FY26-27	Historical data	
		FY25-26 (revised)	FY25-26 (original)
General Fund	2,603,398	2,553,872	2,445,145
Other Fund	302,500	279,000	289,000
Reserve Fund – Capital Investment	236,500	212,500	212,500
Sage Library System Fund	652,500	652,201	639,443
TOTAL:	3,794,898	3,697,573	3,586,088

I also move to approve:

- 1) A tax rate of \$0.5334 per \$1,000 of assessed value in support of the General Fund; and
- 2) A tax rate from the Local Option Levy of \$0.249 per \$1,000 of assessed value in support of the General Fund

Motion made by	
-----------------------	--

Seconded by	
--------------------	--

Certification of motion & Vote (Y – Yes; N – No/Nay; AB – Abstain)

BB	AM	JC	KR	JS	AB	MM	LC	RT	JL

PASS	FAIL

Budget Committee Chairperson

Date

Budget Officer

Date

FY26-27 Budget Committee Membership

Appointive Members

	Name	City	Term start (3 years)	Term expiration
1	Aletha Bonebrake	Baker City	5/2025	6/30/2027
2	Linda Collier	Halfway	5/2025	6/30/2027
3	Monica Mathews	Haines	5/2026	6/30/2028
4	Joy Leamaster	Baker City	5/2024	6/30/2026
5	Rick Teegarden	Baker City	5/2026	6/30/2028

Governing Body (Library Board) Members

	Name		Term start (4 years)	Term expiration
6	Ashley McClay	Baker City	7/1/2023	6/30/2027
7	Kyra Rohner	Baker City	7/1/2025	6/30/2029
8	Jacque Cobb	Haines	7/1/2025	6/30/2029
9	Beth Bigelow	Haines	7/1/2025	6/30/2029
10	Joan Spriggs	Halfway	7/1/2023	6/30/2027

*Appointed to fill vacant position

Statutory Authority

ORS 294.414 Budget committee.

(1) Except as provided in ORS 294.423, the governing body of each municipal corporation shall establish a budget committee in accordance with the provisions of this section.

(2) The budget committee shall consist of the members of the governing body and a number, equal to the number of members of the governing body, of electors of the municipal corporation appointed by the governing body; if there are electors fewer than the number required, the governing body and the electors who are willing to serve shall be the budget committee; and if there are no electors willing to serve, the governing body shall be the budget committee.

(3) The members of the budget committee shall receive no compensation for their services as members of such committee.

(4) Appointive members of the budget committee may not be officers, agents or employees of the municipal corporation.

(5) Appointive members of a budget committee that prepares an annual budget shall be appointed for terms of three years. The terms shall be staggered so that, as near as practicable, one-third of the terms of the appointive members end each year.

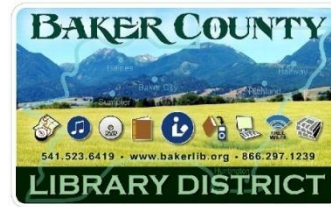
(6) Appointive members of a budget committee that prepares a biennial budget shall be appointed for terms of four years. The terms shall be staggered so that, as near as practicable, one-fourth of the terms of the appointive members end each year.

(7) If any appointive member is unable to serve the term for which the member was appointed, or an appointive member resigns prior to completion of the term for which the member was appointed, the governing body of the municipal corporation shall fill the vacancy by appointment for the unexpired term.

(8) If the number of members of the governing body is reduced or increased by law or charter amendment, the governing body of the municipal corporation shall reduce or increase the number of appointive members of the budget committee so that the number thereof shall be equal to but not greater than the number of members of the governing body. To affect a reduction, the governing body of the municipal corporation may remove such number of appointive members as may be necessary. The removals shall be made so that the number remaining will be divided into three, if the terms of the appointive members are governed by subsection (5) of this section, or four, if the terms of the appointive members are governed by subsection (6) of this section, equal or approximately equal groups as to terms. In case of an increase, additional appointive members shall be appointed for such terms so that they, together with the members previously appointed, will be divided into three or four, as appropriate under this section, equal or approximately equal groups as to terms.

(9) The budget committee shall at its first meeting after its appointment elect a presiding officer from among its members.

2026-2027 Budget Calendar



A. MEETING – BOARD (Regular)

Tuesday, Apr 14, 5.00 pm

Regular Board Meeting - Budget proposal preview

B. PUBLICATION 1

April 27 - May 8

Publish Notice of First Budget Committee Meeting*
(one publication, 5 - 30 days before hearing)

*Also publish online.

C. MEETING – BOARD (Regular)

May 12, 5.00 pm

Regular Board Meeting - Budget proposal review

D. MEETING – BUDGET COMMITTEE 1

Wednesday, May 20, 6.00 - 8.00 pm

First Budget Committee Meeting

- Receive budget message
- Presentation of budget document
- Budget Committee deliberations and questions
- Public comment

E. MEETING – BUDGET COMMITTEE 2

Wednesday, May 21, 6.00 - 8.00 pm

Second Budget Committee Meeting (if necessary)

- Budget Committee deliberations and questions

F. PUBLICATION 2

May 26 - Jun 4

Publish financial summaries and Notice of Budget Hearing
(one publication, 5 – 30 days before hearing)

*Also publish online.

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

G. MEETING – BOARD (Regular)

June 9, 5.00pm

Public Hearing and Annual Fiscal Meeting

- Meeting to adopt budget, appropriate funds, and levy property taxes

H. Before July 15

Deliver notice of property tax form LB-50 to

2026-27 Budget at a Glance

Proposed Budget Summary

The proposed Baker County Library District budget for FY2026–27 totals **\$3,794,898**, an increase of **\$208,810** from the FY2025–26 original budget of \$3,586,088. The proposed budget maintains the District’s permanent tax rate of \$0.5334 per \$1,000 of assessed value and local option levy rate of \$0.249 per \$1,000 of assessed value.

Key changes from FY25–26 to FY26–27

Area	FY25–26 original	FY26–27 proposed	Change	Main reason
General Fund	\$2,445,145	\$2,603,398	+\$158,253	Personnel costs, operating reserves, revenue assumptions
Other Fund	\$289,000	\$302,500	+\$13,500	Grants, donations, reserves, special-purpose funds
Reserve Fund	\$212,500	\$236,500	+\$24,000	Capital investment transfer, interest earnings, planned facilities needs
Sage Fund	\$639,443	\$652,500	+\$13,057	Membership/system costs, staffing, courier and technical support
Total	\$3,586,088	\$3,794,898	+\$208,810	

Major Budget Drivers

The proposed budget is shaped primarily by personnel costs, including a staff COLA, step increases, PERS rates, health insurance premiums, and benefit costs. Revenue assumptions include a conservative **3% property value growth forecast**, continued strong interest earnings, and reduced federal E-rate revenue due to discontinuation of hotspot loan program eligibility. Other notable drivers include digital collection demand, facilities maintenance needs, audit contract uncertainty, Sage courier/system costs, and continued development of capital reserves.

Reserves and Cash Flow

The General Fund begins FY2026–27 with projected net working capital of approximately **\$840,000**. July–November operating expenses are estimated at about **\$680,000**, with future reserve need expected to rise to around **\$700,000**. The proposed ending Operations Reserve plus contingency of approximately **\$734,000** is expected to be sufficient to maintain operations until property tax receipts are distributed.

Risks and Uncertainties

Key uncertainties include property tax compression and collection rates, changes to E-rate funding, possible loss or reduction of IMLS/Sage courier support, audit contract pricing, inflation in facilities and capital projects, and continued growth in personnel benefit costs. The budget uses conservative assumptions where practical, including the 3% tax growth estimate and restrained beginning allocations for some discretionary categories.

Capital and Facilities Priorities

The Capital Investment Reserve Fund is proposed at **\$236,500**. Priority needs include branch roof work, LED lighting conversions, public computer lab chair replacement, staff workspace improvements, HVAC equipment, branch security camera updates, and other major repair or capital needs. The broader facilities maintenance plan identifies approximately **\$500,000** in repair and renovation projects over time.

Questions for Committee Consideration

- Are the revenue assumptions reasonable?
- Are operating and capital reserve levels adequate?
- Are capital project priorities appropriate?
- Are personnel and benefit assumptions sustainable?
- Are there any changes the committee wishes to recommend before forwarding the budget to the Board?

Requested Committee Action

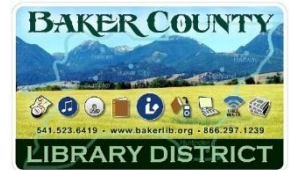
The Budget Committee is asked to receive the budget message, review and deliberate on the proposed FY2026–27 budget, hear public comment, recommend any changes, and consider approval of the budget and tax rates for forwarding to the Library Board.

See pg. 2 of this document for a **Recommended Budget Committee Motion**.

2026-27 Budget Notes Detail

May 20, 2026

Prepared by Budget Officer Perry Stokes



Thank you all for agreeing to serve on the Library District Budget Committee.

I have prepared these notes as a general overview of the budget process and guide to the budget proposal.

Overview

Our Budget Committee is composed of the BCLD Board of Directors plus five additional individuals. Board members currently include: Kyra **Rohner** (President), Beth **Bigelow** (Vice President), Jacque **Cobb**, Ashley **McClay**, and Joan **Spriggs**. Additional appointees include: Aletha **Bonebrake**, Linda **Collier**, Joy **Leamaster**, Monica **Mathews**, and Rick **Teegarden**.

The Library District budget is composed of four funds: General Fund, Other Uses Fund and Sage Fund, and Reserve Fund – Capital Investment, which the District established in Fiscal Year 2019-2020.

- **General Fund:** This fund is where most of the activity happens. It includes the District's major income (namely, tax revenue) and expenses. This fund is represented in Legal Budget (LB) forms **LB-20, LB-30, and LB-31** (2).
- **Other Uses (Grants & Contingencies) Fund:** This fund is used for special-purpose grants, such as those given to the District by foundations, as well as donations from our Friends and Foundation support groups, income from online book sales, and transfers from the General Fund put aside for strategic purposes. Expenditures from this fund are for the purposes outlined in the grant, special project needs, or particular items the contributors choose to fund. This fund is represented with an **LB-10** form.
- **Sage Fund:** This fund is used for operation of the Sage Library System (Sage). BCLD assumed fiscal agent responsibilities for Sage from Eastern Oregon University (EOU) as of July 1 2014. Sage revenue primarily comes through membership fees and grants. Expenditures from this fund are for staff and various services, technical support contracts, materials, training, grant and special project needs, or any other purpose the Sage User Council chooses to fund. This fund operates from its own separate bank account, so funds are not comingled with BCLD. Sage checks are signed by the BCLD Board Chair and myself as Fiscal Agent officer. Interfund transfers are disallowed between the Sage Fund and other BCLD funds. Bills that include costs for both BCLD and Sage are paid by BCLD, then Sage compensates the District. Monthly financial reports are reviewed by the BCLD board. Those reports are also provided to Sage User Council at its bi-monthly meetings. This fund is represented with an **LB-10** form.
- **Reserve Fund – Capital Investment:** This is the district's youngest fund, created in 2019 for the purpose of strategically planning for anticipated expenditures for major repairs and maintenance of district facilities or other capital assets. This fund is represented with an **LB-11** form.

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 fines & fees or taxes (for income) or office supplies or building maintenance (for expenditures).

The attached budget sheets are made from forms provided by the State of Oregon supplemented with additional columns to help with historical analysis. The basic forms are submitted to the County Assessor and County Clerk after approval. 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.

We have one Budget Committee meeting scheduled. If needed, a second meeting is reserved for the following week.

For your assistance, following the budget message, I will present each budget fund form, noting rationales for the numbers as well as the reason for significant changes.

The Budget Committee packet includes the meeting Agenda with notes and enhanced legal budget worksheets. Reports with more detail will be made available on the library website.

I will notify Budget Committee members when print copies of the packet are available to pick up from the Baker branch library. I can also send print versions via express postal delivery on request. If you would like a print copy of anything from the Supplemental Packet, please let me know.

Budget Committee Packet (Standard)

- **Attachment I:** *Agenda and Notes with Recommended motion to approve the budget.*
- **Attachment II:** Budget proposal goals & highlights
- **Attachments III.a-i:** Legal budget packet (LB20, LB31 PS, LB31 M&S, LB30, LB10 Other Fund, LB10 Sage Fund, LB11 Reserve Fund, Resolution with table, LB1 Budget Hearing Notice)

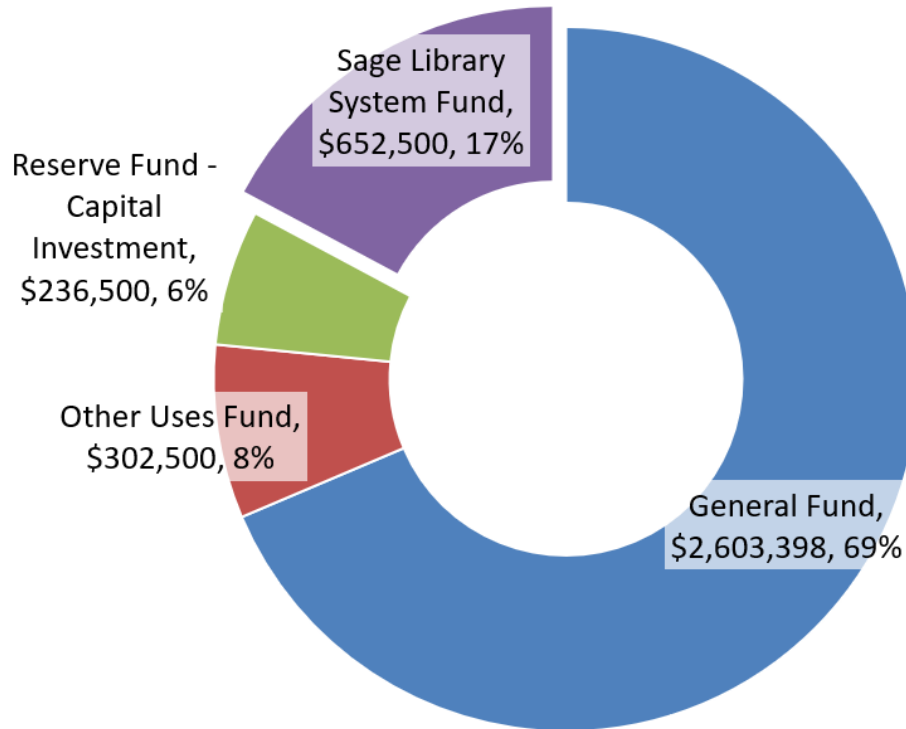
Supplemental Packet

- **Attachment IV:** 2025-26 Salary Survey
- **Attachment V:** Tax Revenue Projection
- **Attachment VI:** Budget salary detail
- **Attachment VII.a-b:** Wage & management salary scale
- **Attachment VIII:** Most recent financial statements
- **Attachment IX:** General Fund Master Budget Plan, featuring current fiscal year budget closeout projection, proposed budget for the next fiscal year, and history detail for prior years

Please let me know if you have any questions or would like additional information to help with your deliberations. I can be contacted at director@bakerlib.org or 541-403-0450 (voice or text).

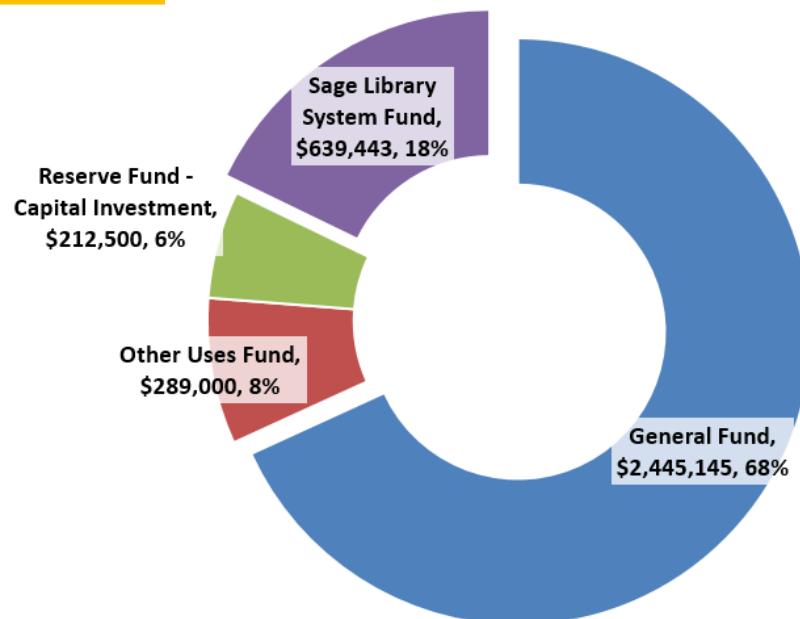
Proposed FY Budget

FY26-27 BCLD FUNDS



Current FY Original Budget

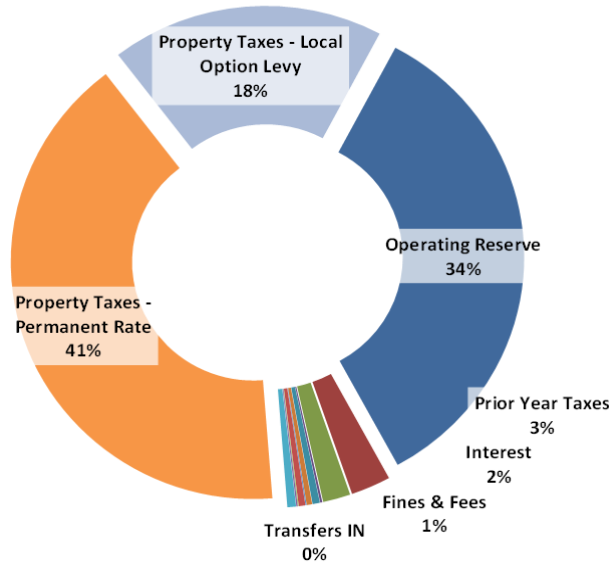
FY25-26 BCLD FUNDS



For the following budget descriptions, please refer to the Legal Budget (LB) form spreadsheets, referencing the form numbers at upper left corner of the page.

LB20 General Fund – Resources

**BCLD BUDGET FY26-27
General fund - resources**



Revenues forecasts for the budget proposal assume a typical **3% growth of property values**, a somewhat conservative outlook after a rate of 6.6% in the current year.

Interest income is projected to remain at a peak level of the past two years.

Prior year taxes are predicted to be flat.

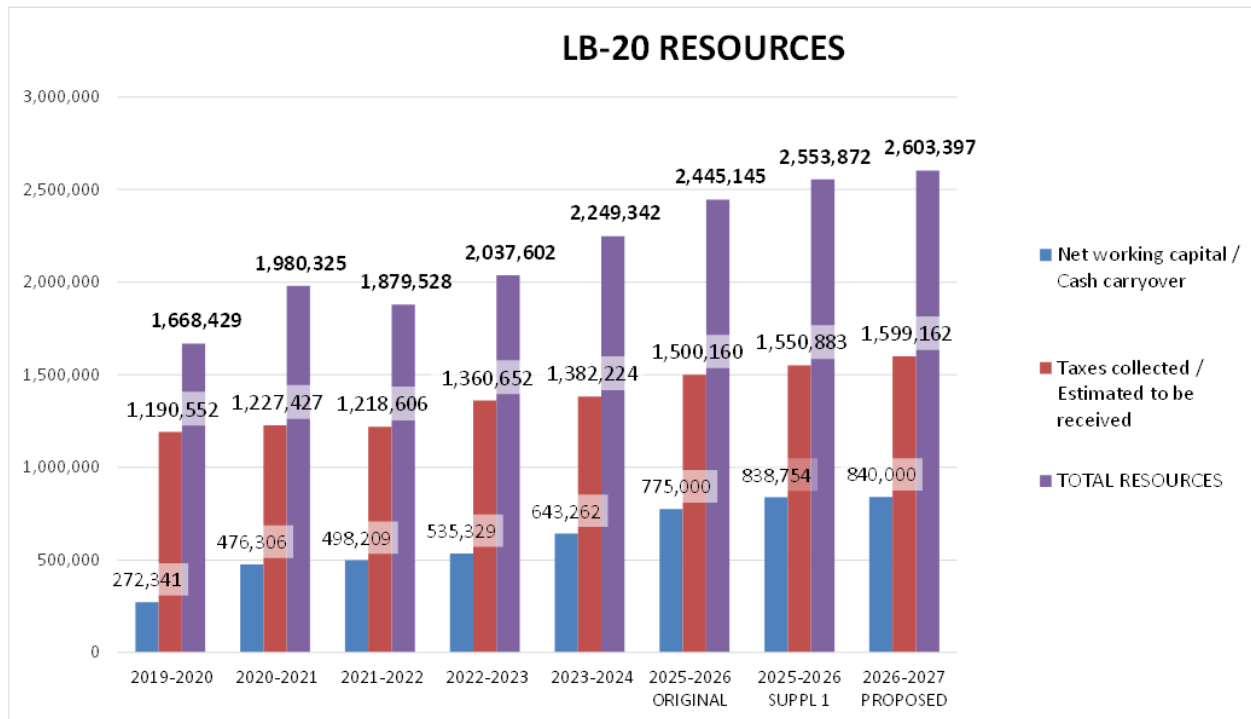
Fines/fees are projected as steady.

Federal **E-rate revenue** will shrink by 35% due to discontinuation of hotspot loan program eligibility.

Other financing such as rebates and insurance reimbursements is reduced to anticipated Energy Trust payments.

Cash carryover of **Net Working Capital (AKA Operations Reserve)** has spiked by 25% due to prior year surplus revenue.

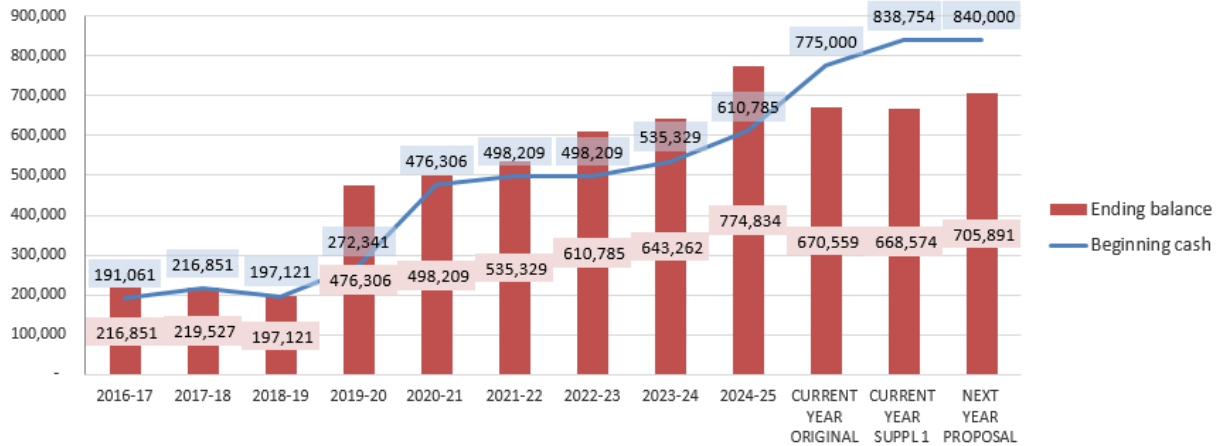
- **2 – Net working capital (AKA Cash on hand / Cash carryover):** This is the base amount of Operations Reserve the District has accumulated to support expenses accrued from the start of the fiscal year until taxes are received in November. It is important that this Reserve remain proportionate to projected budget expenses in the First Quarter in order for the district to



continue to be self-sufficient and debt free.

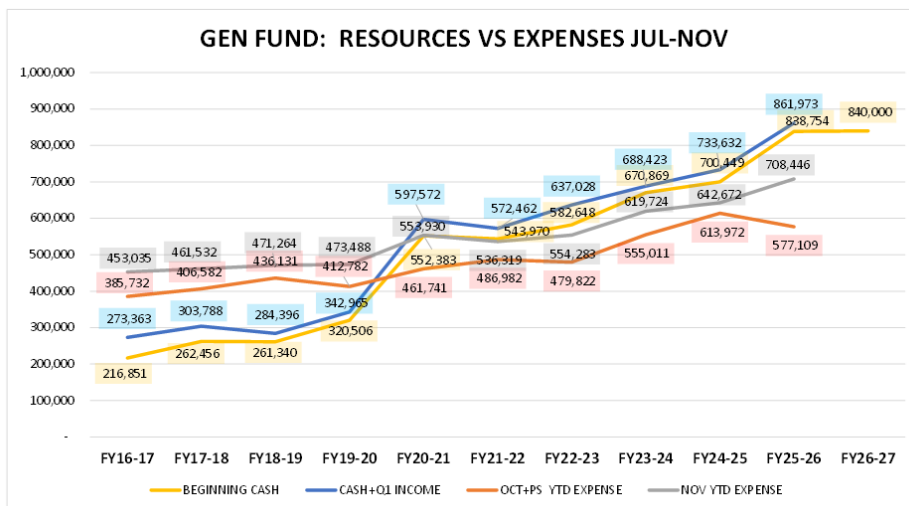
- In previous years, to support operations until tax receipts are distributed in early November the district has incurred short-term debt from a banking institution in the way of Tax Anticipation Note (TAN). More recently, while building its Operations Reserve, the General Fund has temporarily borrowed from the District’s Other Uses fund. The District’s current practice to remain debt-free has been achieved by maintaining the General Fund Operations Reserve at a level sufficient to make borrowing from the Other Fund unnecessary in general.
- **Going into FY26-27, we are fortunate to have a surplus in Net Working Capital (Cash Carryover) at approximately \$840,000. When appropriate, surpluses from underspent budgets of the prior year are re-allocated to their same categories to finish projects already planned. Non-dedicated surplus carryover may be applied to discretionary strategic goals and reserves.**

Beginning Cash vs Ending balance



Operations expenses from July-November will require about \$680,000. Next year the reserve need may rise to around \$700,000. The end year Operations Reserve plus contingency of \$734,000 will be sufficient to cover needs through 2027. When necessary, the district is able to borrow cash from its Other Fund for operations, but we work to avoid that.

GEN FUND: RESOURCES VS EXPENSES JUL-NOV



GENERAL FUND - EXPENSES

	Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	TOTAL	
FY25-26	404,146	435,497	533,933	428,811	1,802,388	PROJECTED AMT
% of whole	22.4%	24.2%	29.6%	23.8%	100.00%	
FY24-25	302,970	414,087	393,247	478,471	1,588,775	
% of whole	19.1%	26.1%	24.8%	30.1%	100.00%	
FY23-24	321,429	412,901	364,798	445,562	1,544,690	
% of whole	20.8%	26.7%	23.6%	28.8%	100.00%	
FY22-23	315,539	287,123	429,868	394,287	1,426,817	
% of whole	22.1%	20.1%	30.1%	27.6%	100.00%	
FY21-22	252,849	321,125	310,227	413,223	1,297,424	
% of whole	19.5%	24.8%	23.9%	31.8%	100.00%	

- **3 - Previously levied taxes:** These amounts are based on the rate of this year's receipt of back taxes from previous years. FY24-25 was an anomalous year with a boost from settlement of tax assessment challenges from commercial property sales and improvements. This kind of anomaly was last experienced FY19-20. Disbursements for the proposed budget are projected at an average of the previous two normal years.
- **4 – Interest:** This revenue is earned from the District’s investment pool managed by Baker County. With the District’s growing reserve fund balance and federal interest rates remaining high, the rate of returns for the proposed budget is projected to remain at a peak level.
- **5 – Transferred IN:** This amount is primarily from online book sales collected in Other Funds transferred over to support Collection Development.

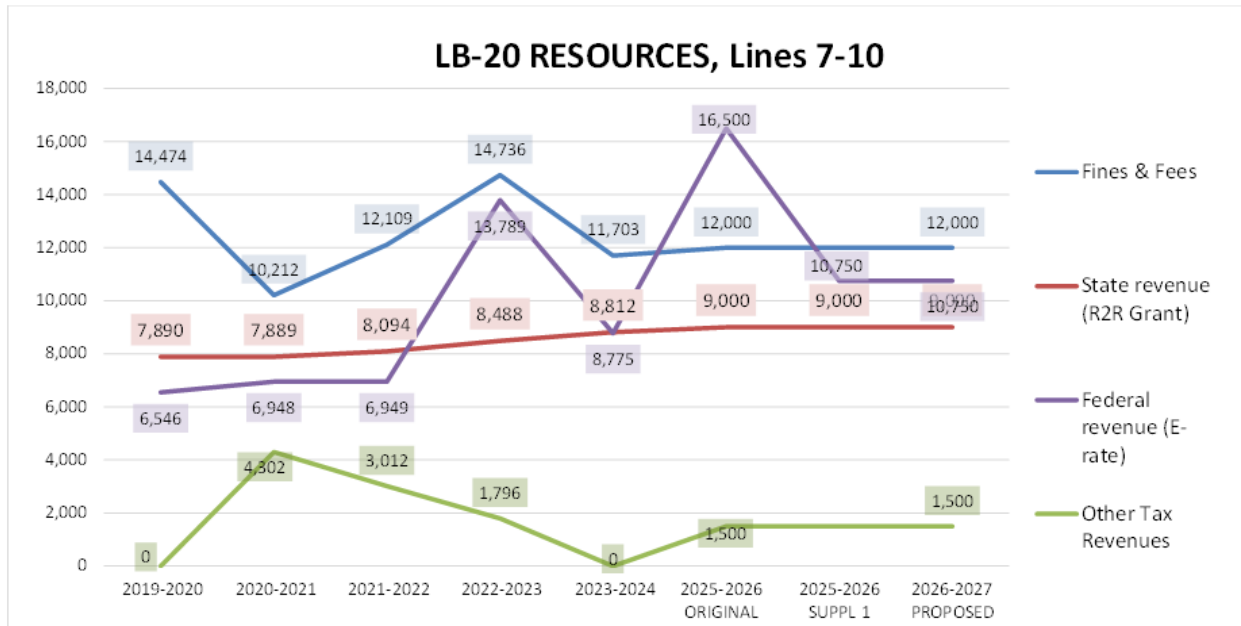
ONLINE SALES - USED BOOKS

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
6,633	4,695	3,178	3,710	3,485	3,876	3,990	3,174

to date

- **7- Fines and fees:** These are generated from overdue fees, lost item charges, faxes, copies and printouts, out- of-area library card fees, and miscellaneous other items. The purpose of fees is intended to recoup actual costs rather than generate income. The historical low point in the category in FY20-21 was from temporary suspension of overdue fines during the pandemic and reduced copying activity. Some services launched during the pandemic were retained as standard, such as continuance of the 5 free print/copy pages per day for library users.
- **8 – State revenue (R2R) funds:** This grant supports early literacy and Summer Reading through the Ready to Read grant program from the Oregon State Library. The grant program scope includes early literacy, summer reading, and school age (afterschool) projects for youth birth—12th grade. Funding is based on youth populations & is expected to remain stable, as it is appropriated by the Oregon State legislature.
- **9 – Other tax revenues:** This amount is from various County sources such as foreclosure and

timber sales. Due to high variability, it is budgeted at a minimum value based on the low amount received in the prior 3 years.

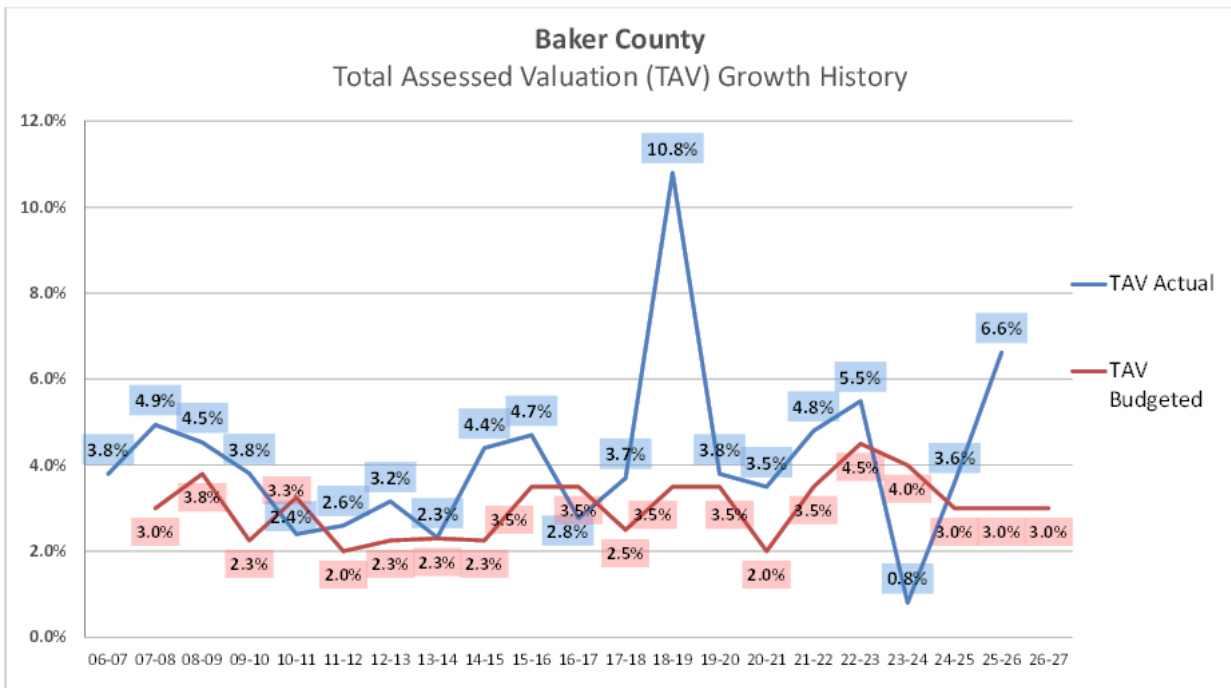


- 10 – Federal funds:** This amount is from reimbursements for telecommunications expenses under the federal **E-Rate program** administered by the Universal Service Administrative Company (USAC) under direction of the Federal Communications Commission (FCC). In prior years, federal grant funds have helped upgrade the Internet network infrastructure at the main library branch. The proposed budget is corrected downward from the prior year, which anticipated new federal support for loan of Wi-Fi Hotspot devices but that subsidy was discontinued.
- 11 – Special Contracts (Tech Support):** In the past, this category received payments from regional libraries that contracted tech support service from our IT staff and consultant work from our Business Manager. No outsourcing contracts are planned for next year.
- 12 – Job Training Programs:** Primarily pass-through funding for state or federal job training programs. Hosting agency contribution is minimal. No Job Trainee is anticipated.
- 13 – Donations, grants & miscellaneous:** Contributions directed specifically for general fund items. For FY20-21 & 21-22, this category spiked due to CARES Act pandemic grant funds which the district used to upgrade of its HVAC and building ventilation systems. For the proposed budget, a modest figure is projected.
- 14 – Capital financing:** The last use of this category was the 2013-14 financing of \$22,871 with Baker City for the District’s portion of the Resort St Improvement Project. The District paid \$2,000 on that debt annually, and completed payoff in 2023-24 with surplus funds available. No new debt is anticipated for next year.
- 15 – Fiscal agency fee:** The administrative fee for fiscal agency services to the Sage Library System is calculated at 1 hour per week of the Director’s hourly rate for oversight time at 50 weeks. See also the Sage Fund from which labor costs are paid to the district’s Admin Services Manager for 5

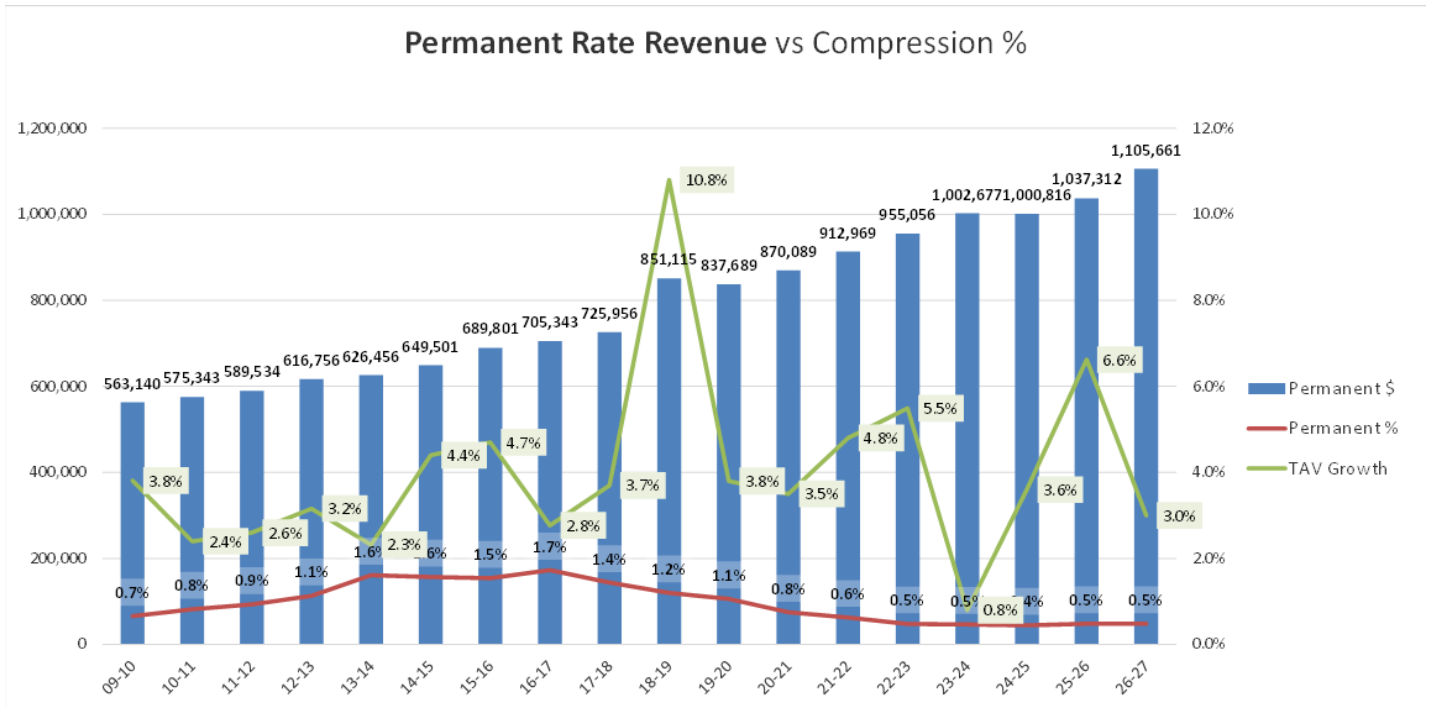
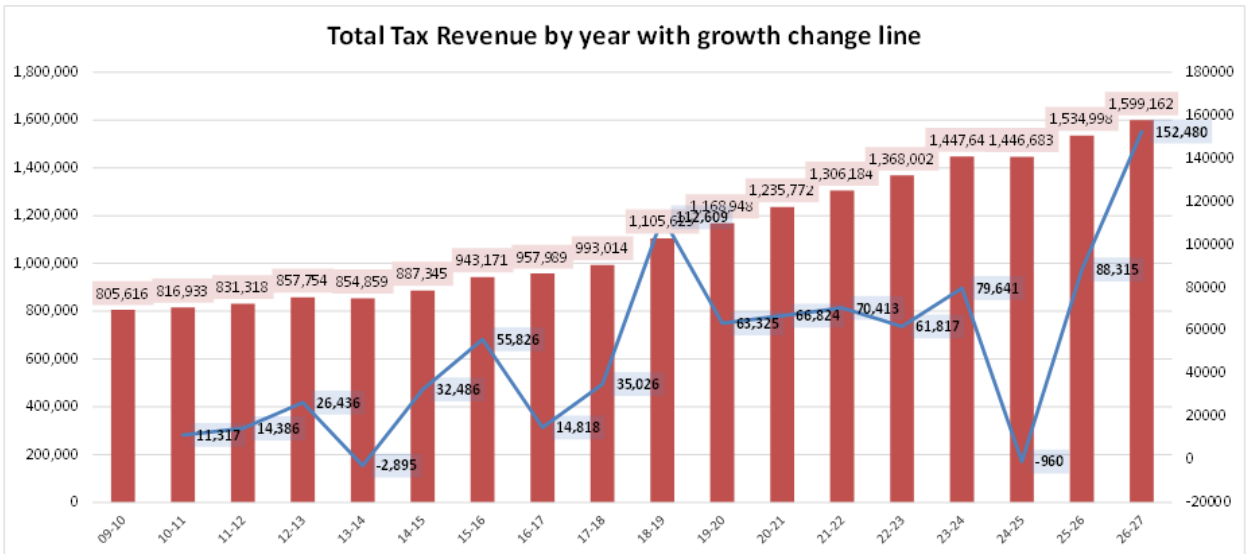
accounting hours per week.

- 16 – Other financing sources:** This line has previously been used for miscellaneous income such as insurance settlements for damage claims. E.g. roof damage incurred from ice buildup in the severe winter of 2016-17 (settlement in FY17-18). In FY23-24, the line received a final federal reimbursement from FEMA for COVID-19 expenditures. The proposed budget amount is for projected incentive payments from the district’s continued participation in the Strategic Energy Management program from Energy Trust of Oregon (ETO).
- 30 - Taxes estimated to be received:** Figures are based on the assessed value of countywide property, divided by 1,000 then multiplied by the District millage permanent rate of 0.5334 and local option levy rate of 0.249. The rate of collection and compression are two factors which significantly reduce this revenue. See the Tax Revenue Projection report for details on this calculation.

The district will continue taking a conservative approach by forecasting a moderate 3.0% growth rate under advisement by the county assessor. After a record low of 0.8% in FY23-24, the rate rebounded to 3.6% for FY24-25 and jumped to 6.6% in FY25-26. A change of 1% in the growth rate equates to about \$10,000 of revenue.



The Board customarily adopts a Supplemental Budget annually at its June meeting to accommodate any surplus revenue and modify expenditure authority for various categories.



LB 31 General Fund - Expenditures

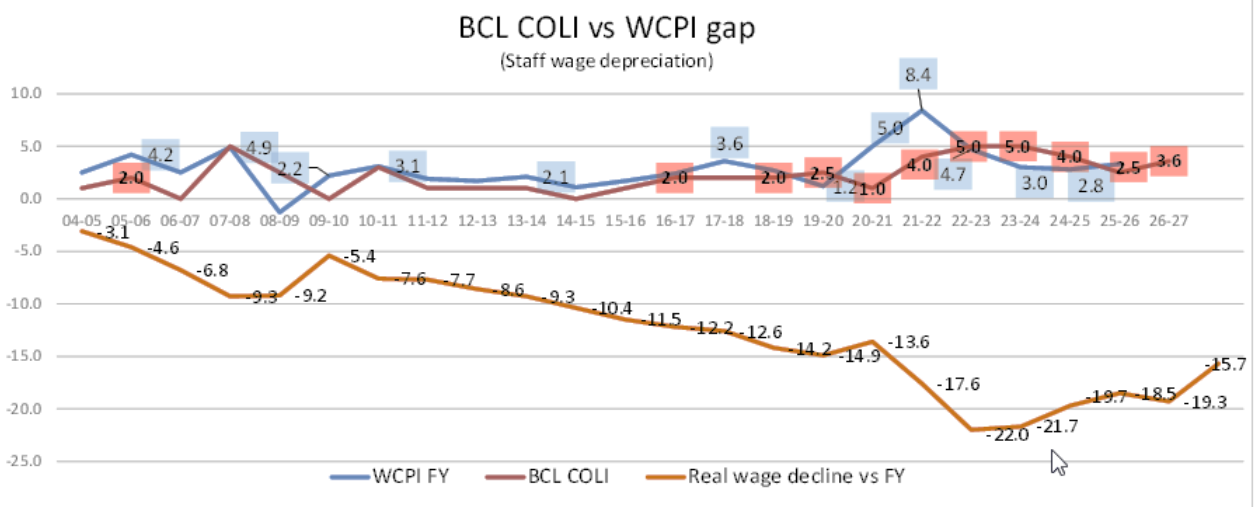
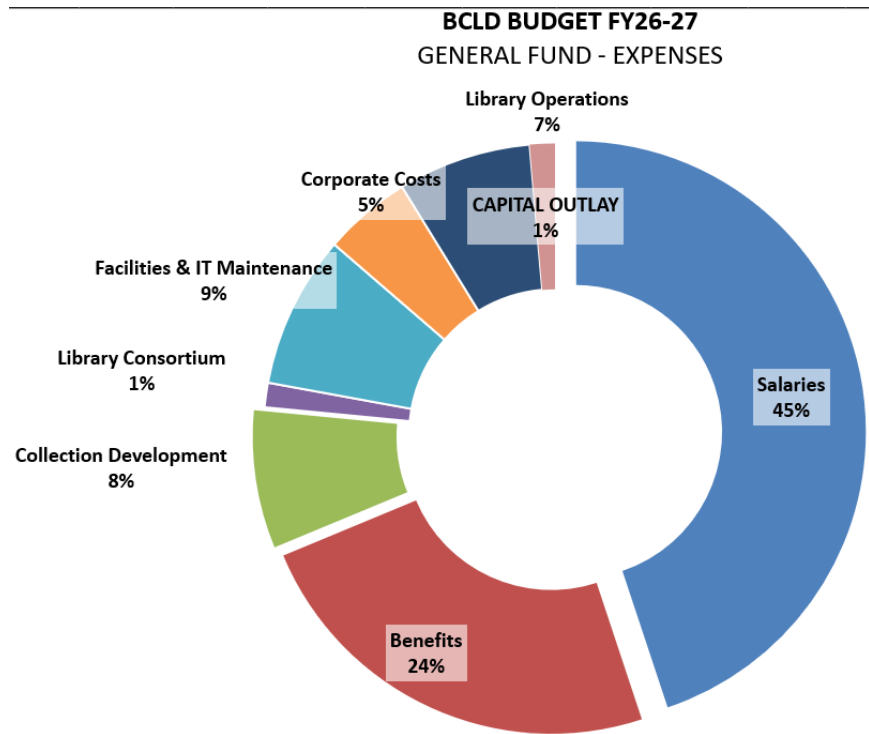
Personnel Services

The proposed budget assumes a 3.6% Cost of Living Adjustment (COLA) to all non-salaried employees approved by the Library Board at its May meeting. The Library Director COLA is calculated at half the staff rate as part of a strategy to mitigate pay disparity with senior staff.

Since 2023, annual increases in the Oregon minimum wage have been tied to the rate of inflation. Effective July 1, 2026, Oregon's minimum wage will increase by approximately 3.3% to adjust for inflation. This rise, based on the U.S. City Average Consumer Price Index, translates to a 50-cent per hour increase across all three of the state's regional tiers.

A 50¢ increase for all zones equates to 3.1% for the Portland metro (\$16.80), a 3.3% Standard (\$15.55), and 3.6% increase for rural areas (\$14.55).

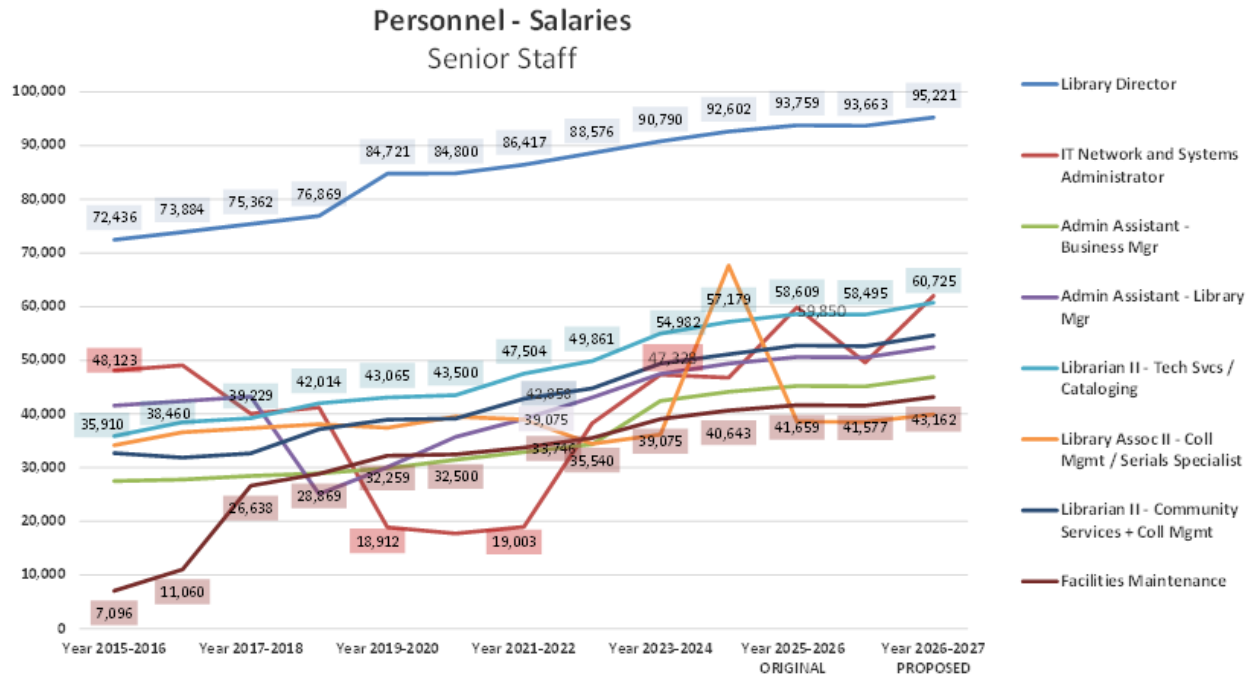
The most recent [Western Region Consumer Price Index](#) chart shows the rolling 12-month total rising to 3.1%. For 2025 altogether, the rate is conservatively projected at 3.2%. With a 3.6% COLA, the district's lowest wage will be \$16.25, approximately \$1.70 above the July 1 new minimum wage for non-urban counties.



Other significant salary elements include

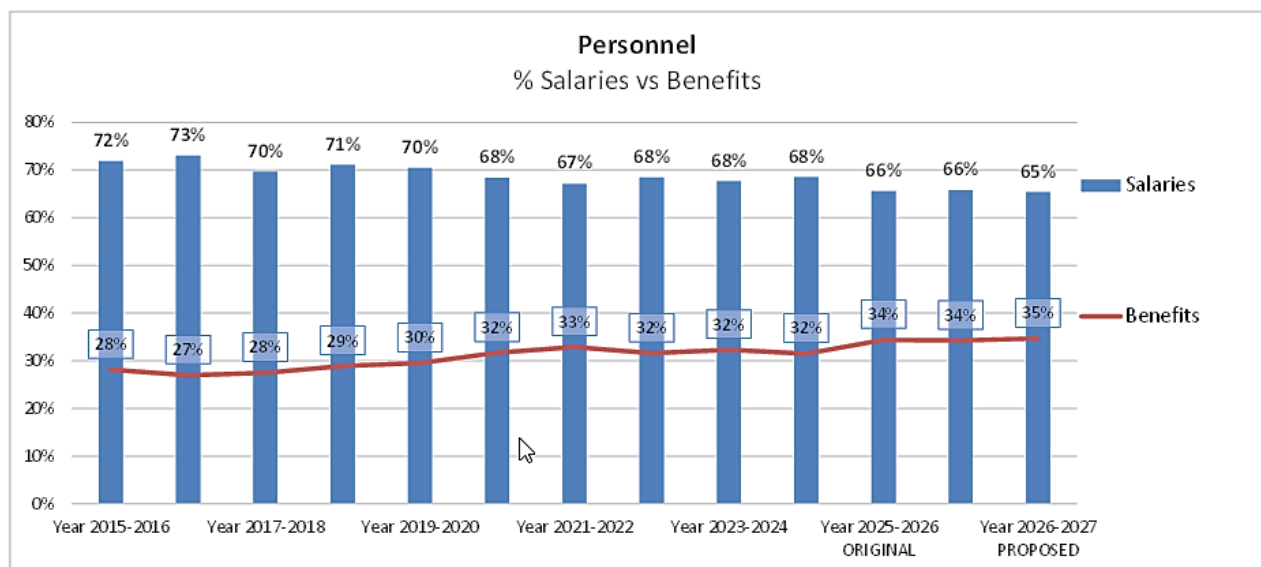
- Step increases (5%) for 5 para-professional staff
- Total FTE static at 15.8

In aggregate, the total Salary line is increased by 6.8% as compared to the original current year budget.



In the **Benefits** category, health insurance premium rates from Special Districts Insurance Services (SDIS) rose by 8.5% overall. Last year, the rate of increase was 8.1%. Renewal costs for the current plan were scheduled to be 13%, but the district moved to a higher deductible plan to reduce costs. The library board has approved a 60/40% cost share of the new \$5,000 medical deductible with employees. The savings from the plan change will be set aside in a reserve pool for that deductible cost share. If not claimed, the funds may be used elsewhere in the General Fund as needed.

The share of employee benefits to salaries continues to consume significant personnel expense capacity. Over the past 10 years, costs have grown from 27% of the Personnel budget to 35%.



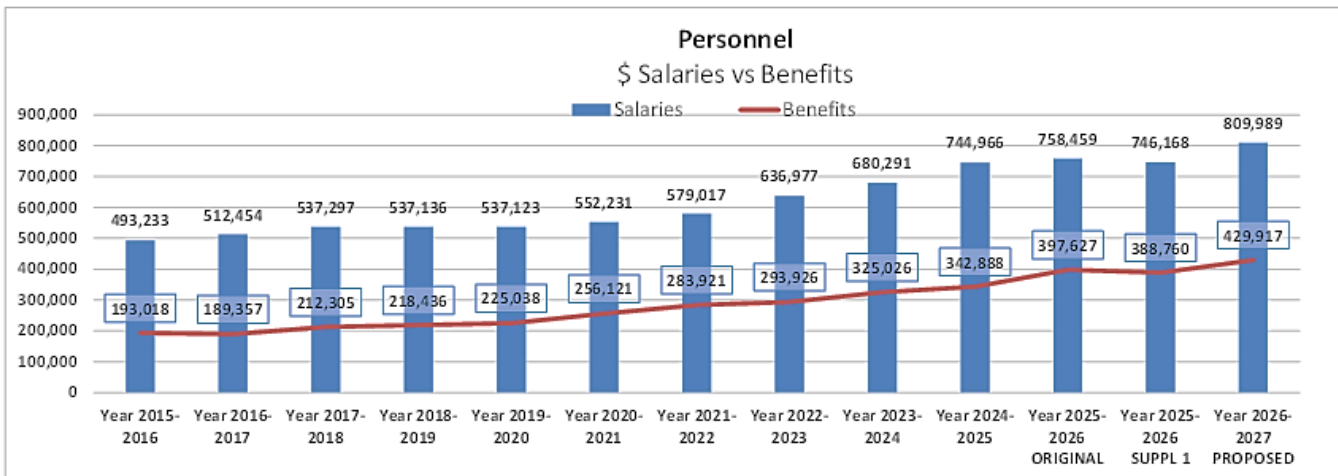
The proposed budget assumes year two of the 2025-2027 biennium for Oregon’s Public Employee Retirement System (PERS) rates. *In FY25-26, the district’s PERS costs surpassed health insurance expenses for the first time.* PERS rates are expected to continue to absorb personnel capacity until peaking in 2035.

Compared to the prior biennium:

- For BCLD Tier 1 employees, the rate rose 2.2 percentage points from 27.43% to 29.64%.
- For OPSRP employees, the rate increased 2.7 percentage points from 21.37% to 24.10%.

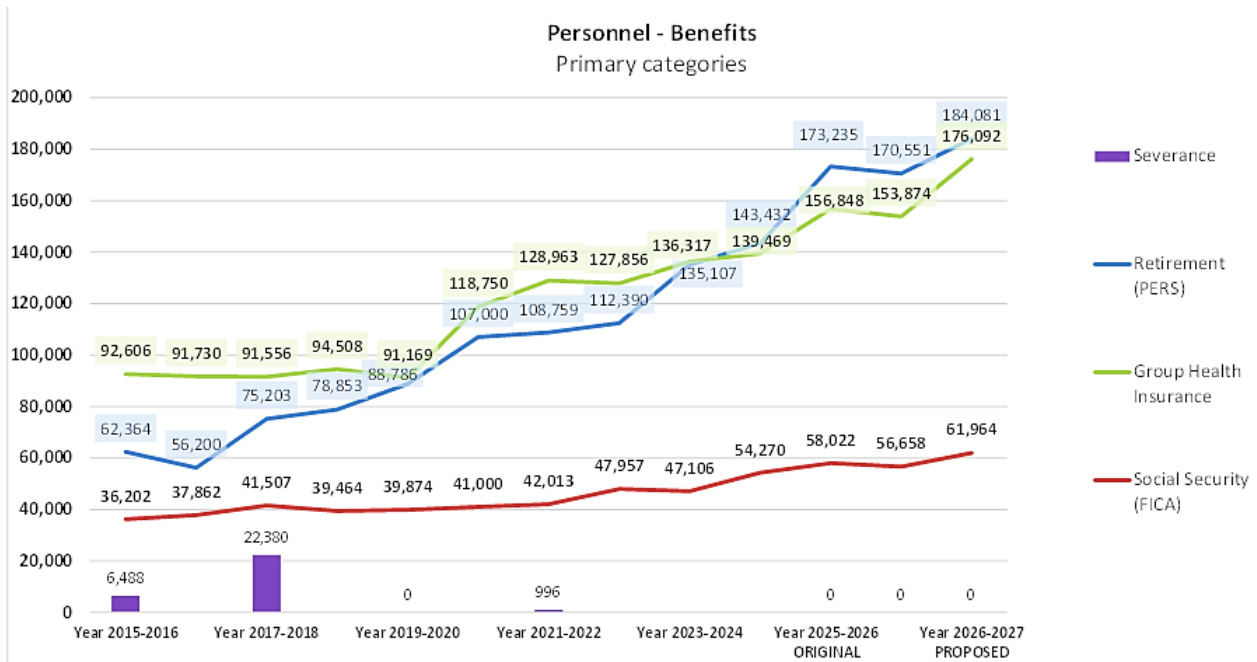
	2023-2025	2025-2027	Chg	% Chg
Tier 1	27.43%	29.64%	2.2%	8.1%
OPSRP	21.37%	24.10%	2.7%	12.8%

As a proportion of the Total Operating Budget, the Personnel Services category decreases marginally to 68.7% as compared to the prior year original budget of 69.7%. This remains within the best practices target ratio of 65-70%.



- **23 - Retirement:** Employees participate in the Public Employee Retirement System, contributing 6% of their salary.
- **24 - Social Security:** Calculated at 7.65% of payroll.
- **25- Unemployment insurance:** Previously calculated at 0.01% of payroll, this rate spiked to 0.06% in FY18-19 based on rate report from the State of Oregon.
- **26 - Health insurance:** A sum of premium rates for the new Regence Blue Shield plan provided through SDAO. The coverage assumes a \$3,000 out-of-pocket deductible cap from the District for each employee of which the District contributes 50% (\$1,500). The district typically sees two or three deductible claims from employees per year. Therefore, the district maintains a Health Benefit Contingency Reserve Fund of \$6,000 lumped here with the premiums. *Also included here is new health coverage benefit of reimbursing staff for annual LifeFlight insurance, a practice the board approved in FY24-25.* Unused Health Benefit Reserve Funds may be re-allocated to other General Funds as needed late in the year.
- **27 - Workers compensation:** Based on recent invoices from Special Districts Association of Oregon (SDAO). With a coverage changes adopted last year, rates are projected to increase significantly.
- **28 – Life Insurance:** Provided through Lincoln Financial Group, calculated based on rate history.

- **29 – Severance:** Category reserved for payout of unused accumulated vacation hours (capped) and half of sick-leave to qualified employees.
- **30 – Payroll expenses:** Unused. See Financial Management Fees.



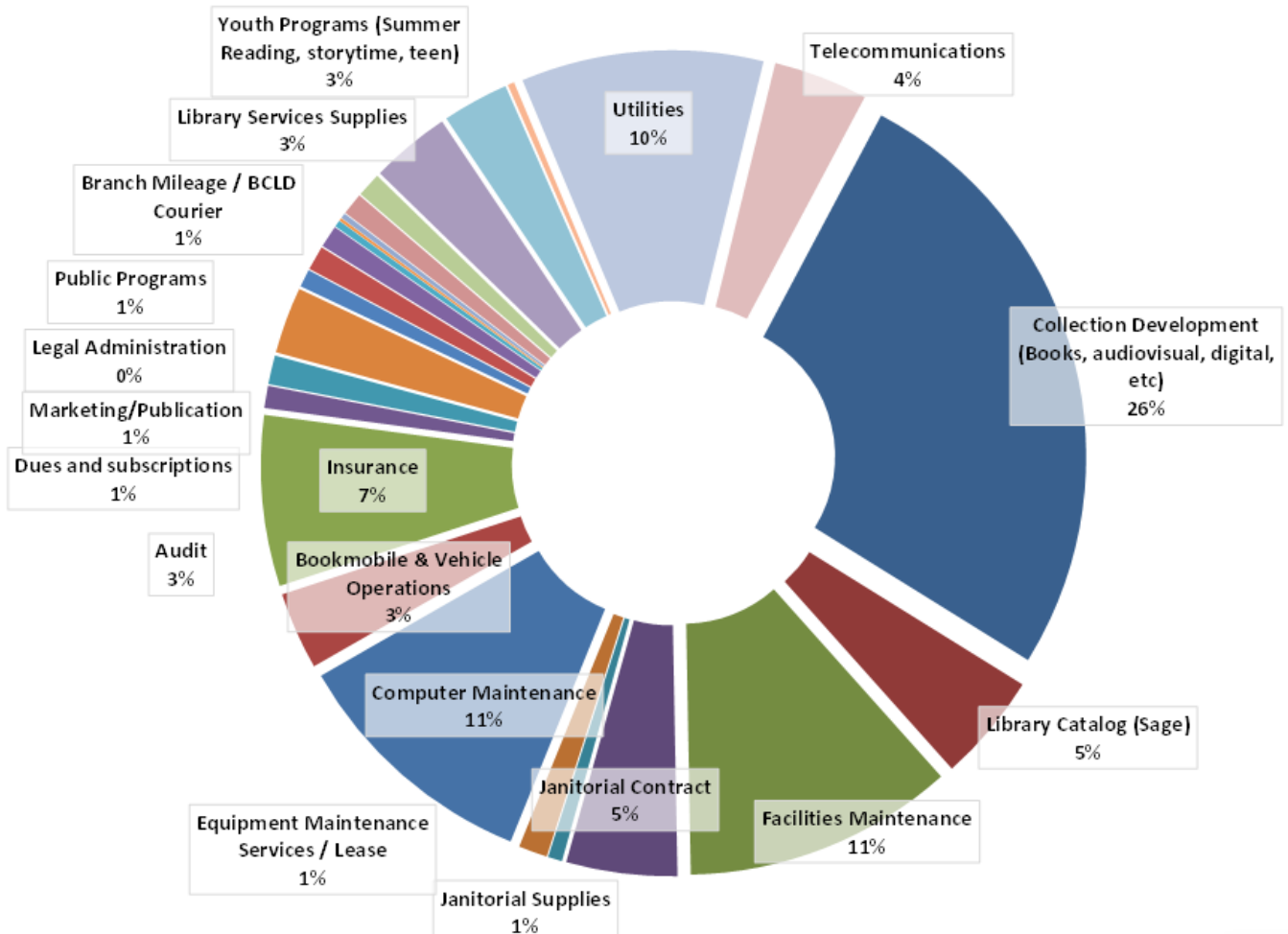
LB 31 General Fund - Expenditures

Materials & Services

- 1 – Heading line

Proposed Budget

BCLD BUDGET FY26-27 General fund - Expenses

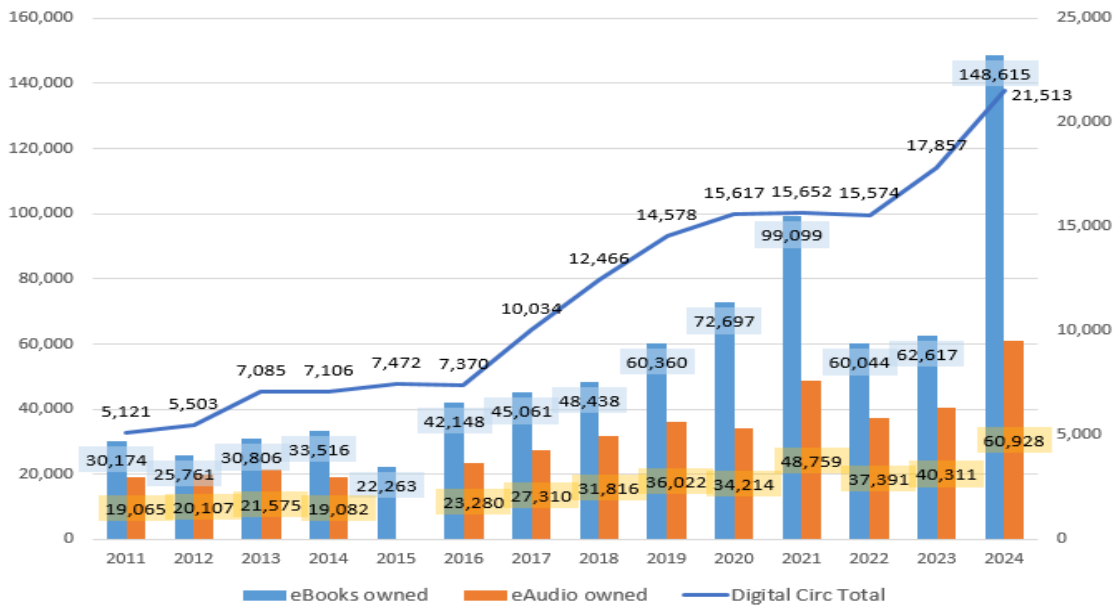


• **2 – Collection Development:** This line item tracks purchasing of materials for the collection including books, magazines, DVDs, audiobooks, electronic resources (eBooks, eAudiobooks and database subscriptions), costs for mending and bindery and more. As one of the few discretionary funds, Collection Development is a strong indicator of the budget strength. In previous years, as needed, it has been drawn down to accomplish other priorities. Typically, this Collections line is infused with bonus cash late in the year as unanticipated funds become available or with unspent funds moved from other lines.

	2021-22	2022-23	2023-24	2024-25	2025-26	2025-26 YEAR END	2026-27 PROPOSED
Personnel	862,938	930,902	1,005,317	1,087,854	1,156,086	1,134,928	1,239,907
M&S	434,472	468,966	451,624	490,996	481,950	615,370	539,000
TOTAL	1,297,410	1,399,869	1,456,941	1,578,850	1,638,036	1,750,298	1,778,907
Personnel %	66.5%	66.5%	69.0%	68.9%	70.6%	64.8%	69.7%
M&S %	33.5%	33.5%	31.0%	31.1%	29.4%	35.2%	30.3%
Books/collection	110,210	156,345	146,070	147,992	128,500	186,500	140,500
Books %	8.5%	11.2%	10.0%	9.4%	7.8%	10.7%	7.9%
Facilities & IT	149,781	123,034	123,024	152,662	134,200	196,800	152,700
Facilities/IT %	11.5%	8.8%	8.4%	9.7%	8.2%	11.2%	8.6%
Carryover	535,329	610,785	643,262	774,834	670,559	668,574	734,491
% chg	7.5%	14.1%	5.3%	20.5%	34.6%	34.2%	9.9%

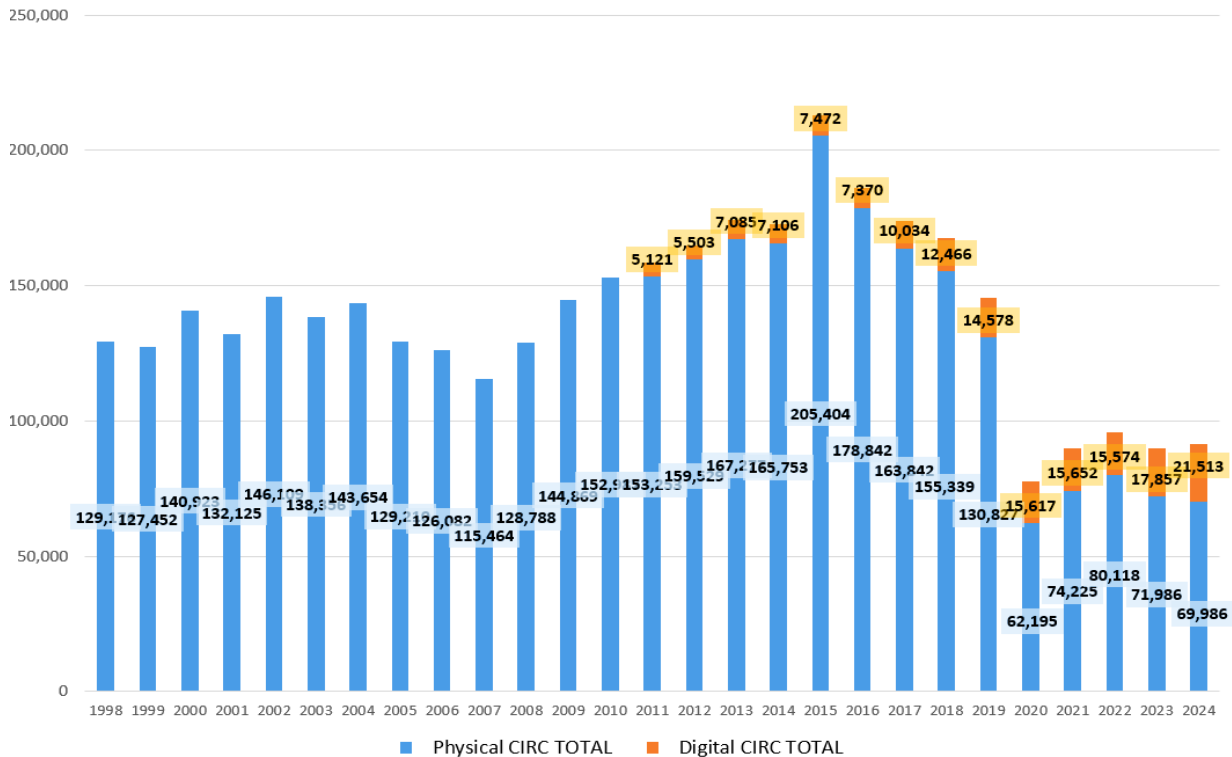
In recent years, the district has been able to achieve or nearly reach the benchmark target of 10% minimum ratio portion of the Operations Budget. Lows have occurred in 2017-18 and 2020-21 when funds were rerouted to facilities repair priorities. The proposed budget begins with a Collection investment of 7.9% to start. While a little below the prior year starting position, circulation rates have remained well below pre-pandemic levels.

Digital Collection



The downward circulation trend prior to Covid-19 was almost entirely due to movie loans which peaked in 2013. Libraries nationwide are finding that movie viewers are shifting to streaming services to access that content. Digital catalog use began to surge in 2017 with the release of the Libby app, doubling in 3 years before plateauing from 2021 to present.

Physical vs. digital checkouts

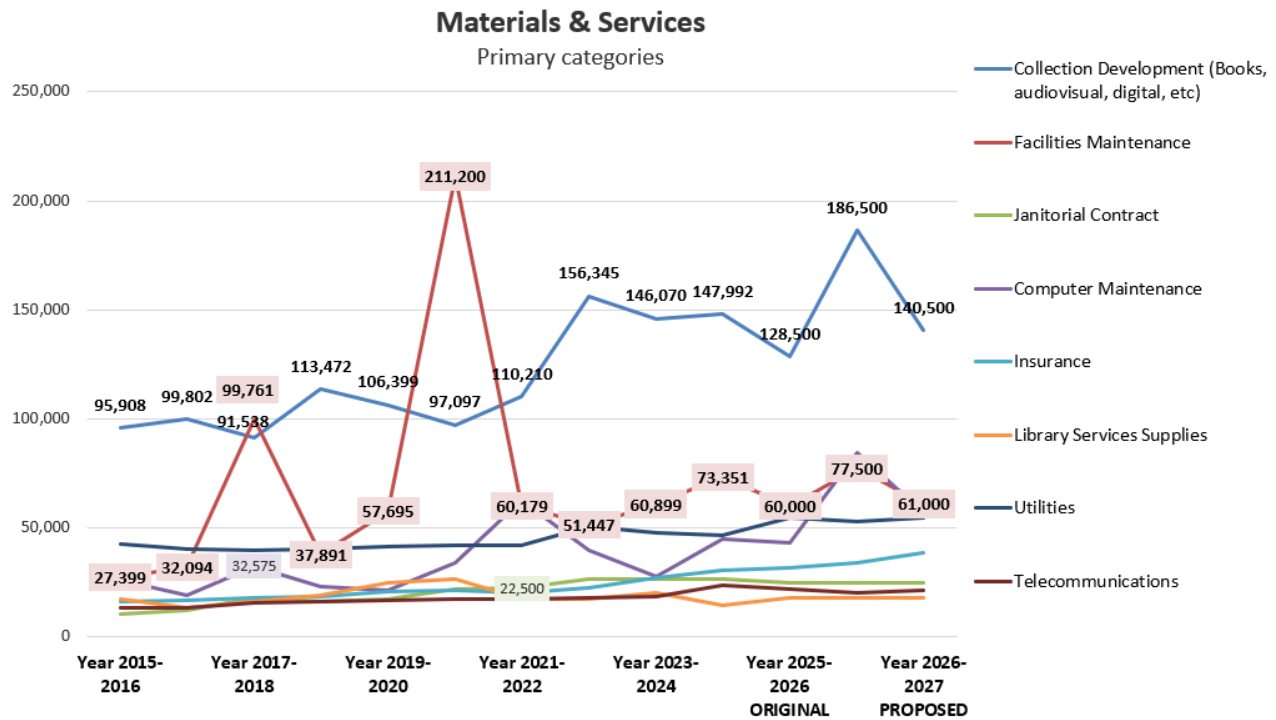


In July of 2023, BCLD launched a new digital content service with the Hoopla platform. Usage has grown steadily since launch. The primary advantages Hoopla offers over Libby are zero wait times, a larger catalog of materials, and additional formats. It provides on-demand eBooks, eAudio, plus music, movies, tv shows, and digital comics. Streaming platforms available to public libraries are generally based on pay-per-use (PPU) subscription models and can be a tremendous drain on library budgets. BCLD Hoopla service has a cap of 4 borrows per month as a budget constraint, and it is being well-utilized.

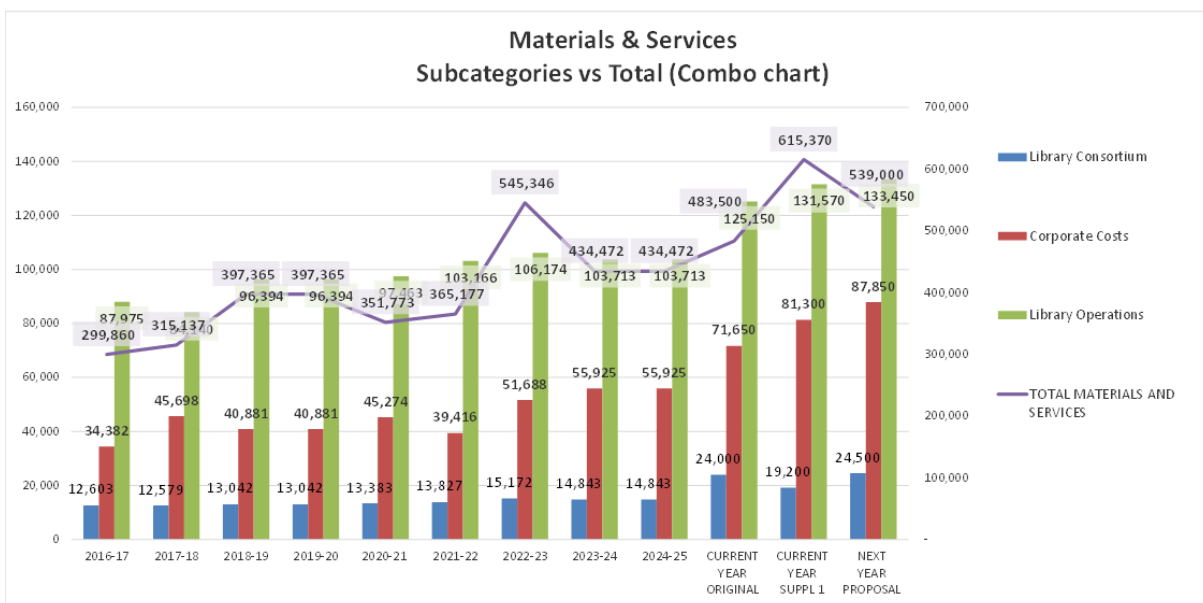
To remain current and adaptive to patron media preferences, the district also expanded digital collections to offer Kanopy streaming movies from Overdrive (same vendor as Libby), and ComicsPlus from MidWest Tape. Early public use of those platforms is promising. The proposed budget includes maintaining those digital platforms and expanding to add circulating Roku sticks which also have a streaming movie & TV series catalog.

- 3 - Library Consortium:** The majority of expenses in this category consists of the annual Sage Library System membership which operates the Integrated Library System (ILS), or catalog, for the consortium of over 75 libraries of different types (public, school, academic). **Although the district’s Sage membership fee will increase by only 1.0% according to Year 3 of the Fee Fairness Plan, we will again budget an additional \$5,000 toward the objective of building a Courier Reserve Fund that may be needed to offset the potential loss of federal funding from the Institute of Library and Museum Services (IMLS) agency that is being consistently targeted for elimination by the current administration. BCLD’s Sage fee will be offset by approximately \$2,400**

to compensate for fiscal agency duties. This amounts to a discount to our base Sage membership of approximately 14%. This category also includes subscriptions to resources for cataloging (WebDewey), Interlibrary Loan (ILL) services (OCLC), and patron account management software tools (LibraryElf).

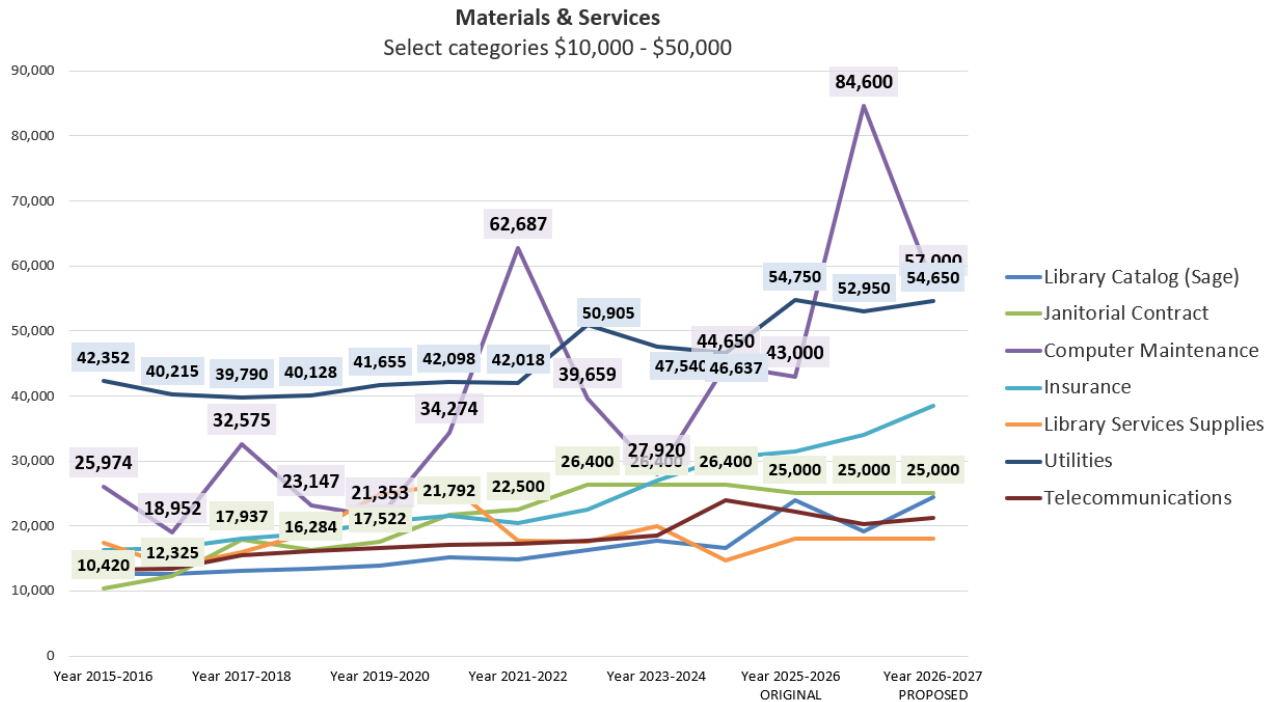


- 4 - Facilities maintenance:** Includes building services contracts for snow removal, HVAC, boiler, sprinkler, fire and security systems, rugs and mats, as well as building and landscaping supplies, contracted repairs as necessary, and special projects. With a highly-skilled Facilities Specialist now at full-time, the district aims for prioritization of building & grounds maintenance repair projects by keeping this line well-funded. Revenue shortfalls force planned maintenance projects



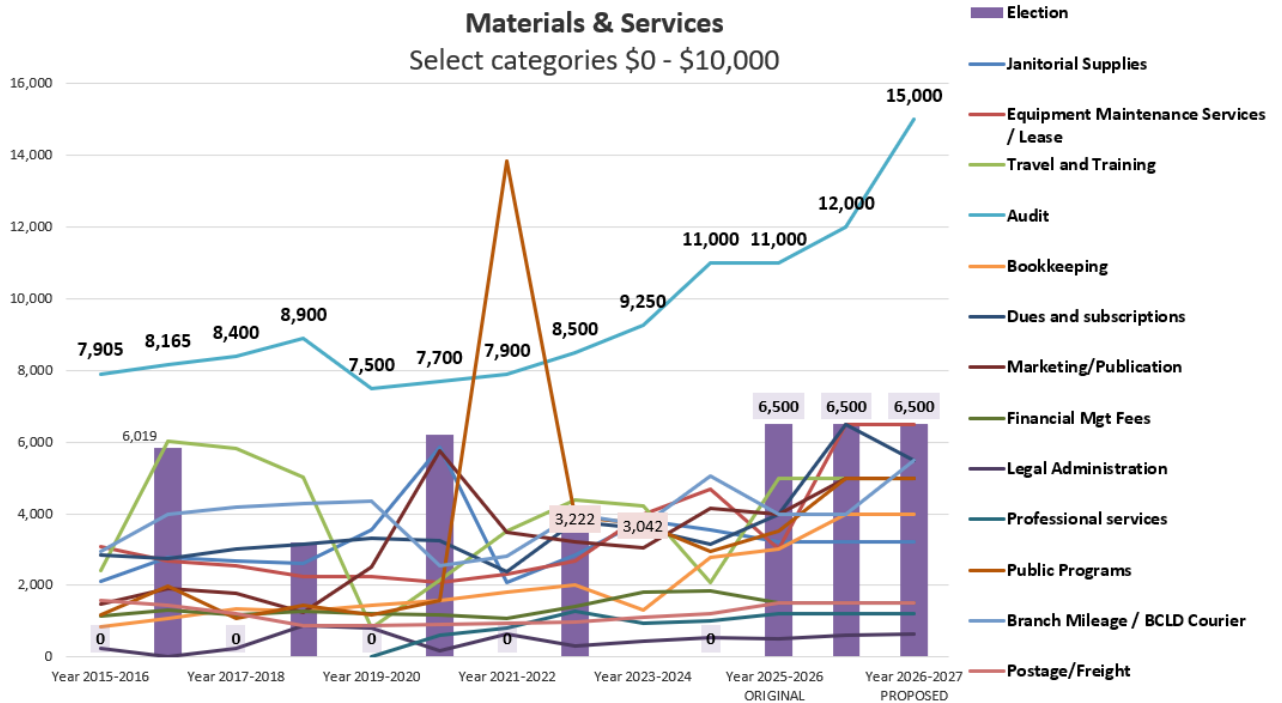
to be deferred on occasion, but that is not anticipated for the proposed budget.

- **5 - Janitorial Contract:** This line funds Professional Janitorial Services for at least 4 days at the Baker branch.
- **6 – Janitorial Supplies:** Includes cleaning products and disposable restroom supplies.
- **7 – Equipment Maintenance Services:** Includes Xerox copier services contract and piano tuning.



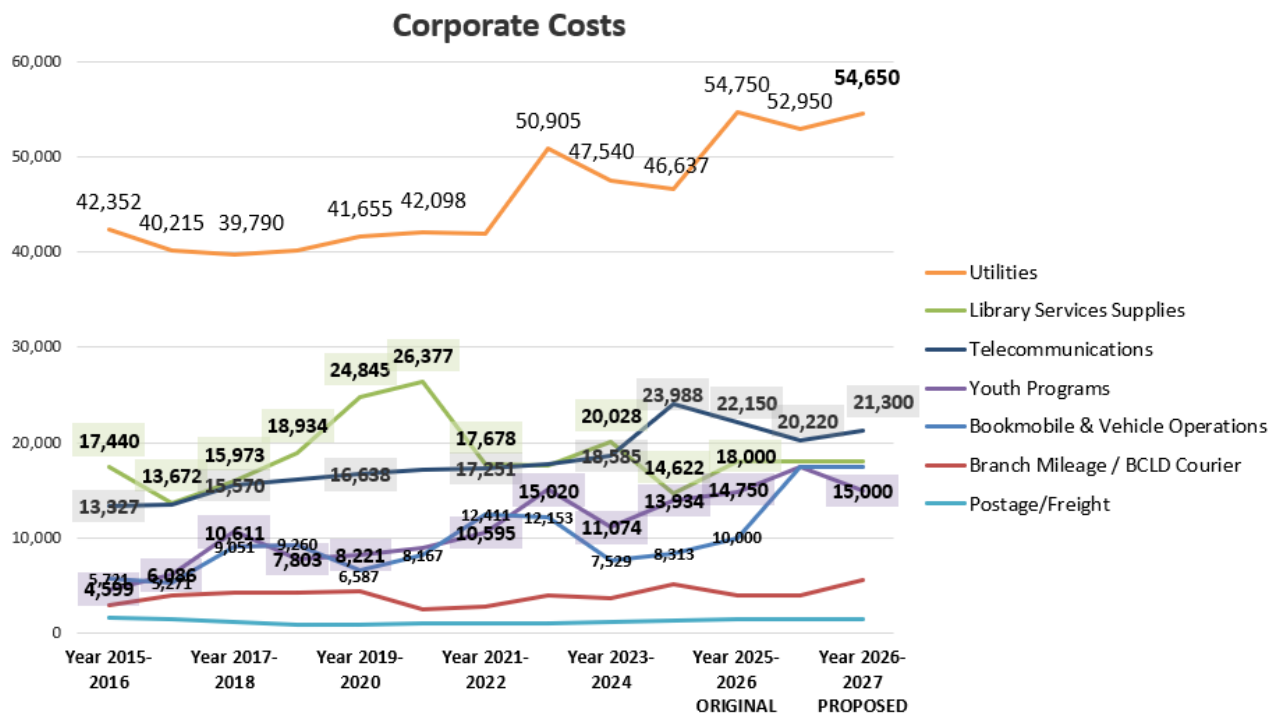
- **8 –Computer Maintenance:** Includes funds for replacement and repair of outdated or defective computers, printers and other tech equipment, license fees, and branch travel for the IT manager. The allocation is generally based on expense history. It assumes continuing upgrade of aging computers, catalog stations, and network infrastructure components. Recent category growth accommodates the addition of Wi-Fi hotspot equipment and services for public loan.
- **9 – Bookmobile & Vehicle operations:** Includes fuel, repairs and replacement needs such as tires for district vehicles (Bookmobile, 2008 GMC SUV, 1996 Ford Winstar minivan). Amount based on history with increase for rising fuel cost and maintenance. In FY23-24, the bookmobile received a new engine and major overhaul of essential systems, so demands are expected to be standard next year.
- **10 - Insurance:** Amount based on previous invoices from SDAO for liability and flood insurance.
- **11 – Travel & training:** Includes costs associated with professional development opportunities, in-house training event expenses, and outreach activities, including mileage, meals, lodging and parking reimbursements. This line is proposed to remain at a standard level.

- 12 - Elections expense:** This is a periodic expense for board member election or local option levy measure. The District’s costs are calculated as a proportion of other items on the ballot each year. Every two years, the charge cycles between \$3,600 and \$6,250. The district will have two board member election measures on the ballot in the next fiscal year. This should result in a low-cost election billing.



- 13 - Audit:** The Professional Audit Services Contract was up for bid in FY19-20 and awarded to a firm at a lower rate. Our audit firm recently announced they would not be able to perform services this year and going forward. The proposed budget is increased in anticipation of contract bids at a higher rate.
- 14 - Bookkeeping:** Includes accounting software costs, annual payroll subscription, and related supplies (check orders, deposit slips, and year-end forms).
- 15 - Dues and subscriptions:** Includes memberships in local organizations and professional societies. Includes membership dues for the Government Ethics Commission, Chamber of Commerce, Libraries of Eastern Oregon, Costco, Oregon Public Broadcasting, and the director's dues for the Oregon Library Association, American Library Association, Public Library Association, and Rotary Club.
- 16 - Debt service:** In FY23-24, the district made a final payment on outstanding debt of \$24,500 assessed to BCLD in FY14-15 from the City of Baker City for the Resort Street Project. In past years, the line has also included bank loan origination fees and interest for Tax Anticipation Note loan if necessary for operating funds prior to receipt of tax funds beginning in mid-November. The district plans to continue debt-free operation for the foreseeable future.
- 17 - Marketing/Publication:** Ordinarily includes advertising library services and events in local media. Publishing of legal notices is moved to Legal Administration. The proposed budget is boosted by \$2,500 (87%) for new planned marketing strategies.
- 18 - Financial management fees:** This amount is from checking account, credit card payments (PayPal), payroll direct deposit, and other bank fees.
- 19 - Legal Administration Services:** Includes Secretary of State audit filing fee and publishing of

- legal notices required by local budget law. The proposed budget is based on historical trend.
- **20 – Professional Services:** Includes contract for Materials Recovery Service (Collection Agency) which pursues delinquent accounts for return or reimbursement for far overdue items.
- **21 –Public Programs:** This line item includes the costs for hiring performers and buying supplies for programs. Includes potential costs for events organized by partner agencies such as Oregon Humanities, Libraries of Eastern Oregon, OMSI, and other independent program costs. FY21-22 spiked due to the Worksource Oregon programs funded by an LSTA grant. Proposed expenses for next year are adjusted upward based on recent trend.
- **22 – Branch Mileage / BCLD courier:** Funds twice monthly visits of branch staff travel to the main library primarily for courier of materials. This line is increased due to the rising cost of fuel.
- **23 – Library Services Supplies:** Includes office supplies and processing materials for the technical department, and other consumables necessary for operations such as printer toner, copy paper, envelopes, pens, book and AV cases and covers, barcodes, library cards, forms, etc. For FY19-20, the line was expanded for investment in COVID-19 Pandemic-related Personal Protective Equipment (PPE). The proposed budget is based on historical trend.

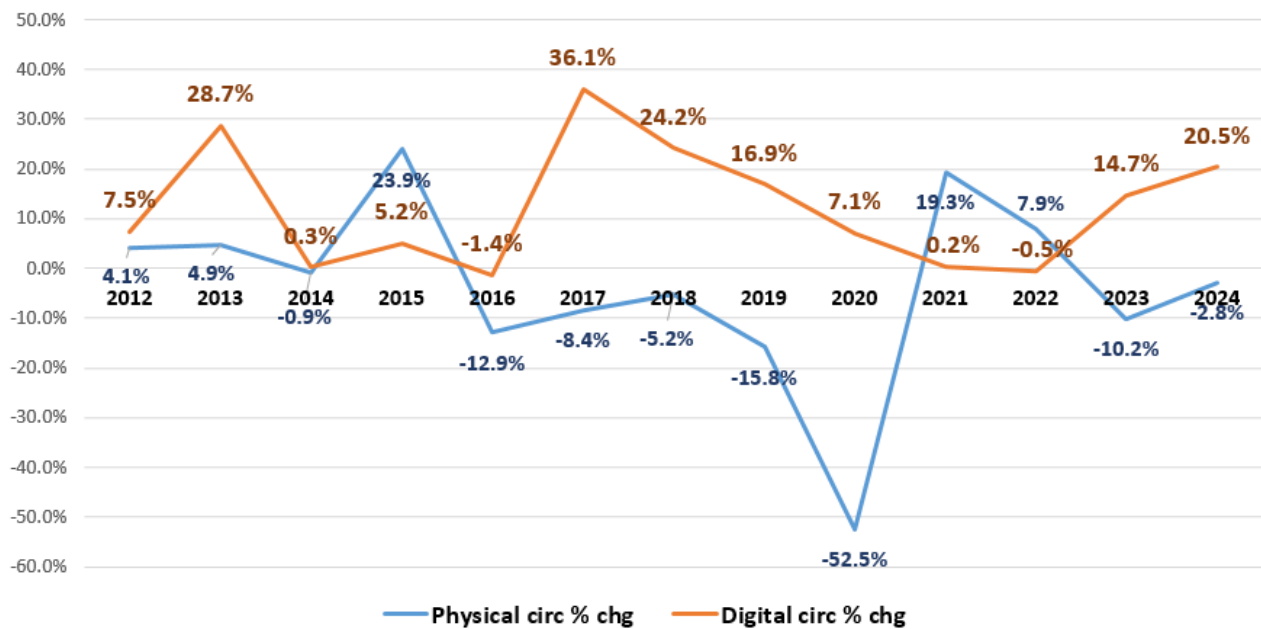


- **24 – Youth Programs:** Includes Ready to Read grant expenses, covering supplies for Summer Reading Program, regular story times, special events and early literacy programs, and teen events. This category has fluctuated with expansion of Summer Reading and Early Literacy programs in coordination with the branches, and new youth initiatives such as Maker Club and Young Adult activities. The proposed budget is based on current expense trends.
- **25 - Postage/Freight:** Primarily used for sending bills, checks, certified mail, return shipments.
- **26 - Utilities:** Based on history of utility rate costs for all six branches. Includes electricity, garbage, natural gas, and water. Increases are primarily from projected inflation rates on heating fuel and electricity.
- **27 - Telecommunications:** Includes Internet for all branches and bookmobile, telephone services for all branches and bookmobile, plus mobile phones provided to select administrative staff.

- **28 – Special contracts – grants, IT support:** Used in past year for staff consulting to partner agencies for IT support, or accounting procedures. None anticipated in the next fiscal year.
- **29 - Miscellaneous:** This line is expected to be unused. Nothing budgeted.

CHART APPENDIX

% Change in Circulation by Format vs prior year
(Physical vs Digital)



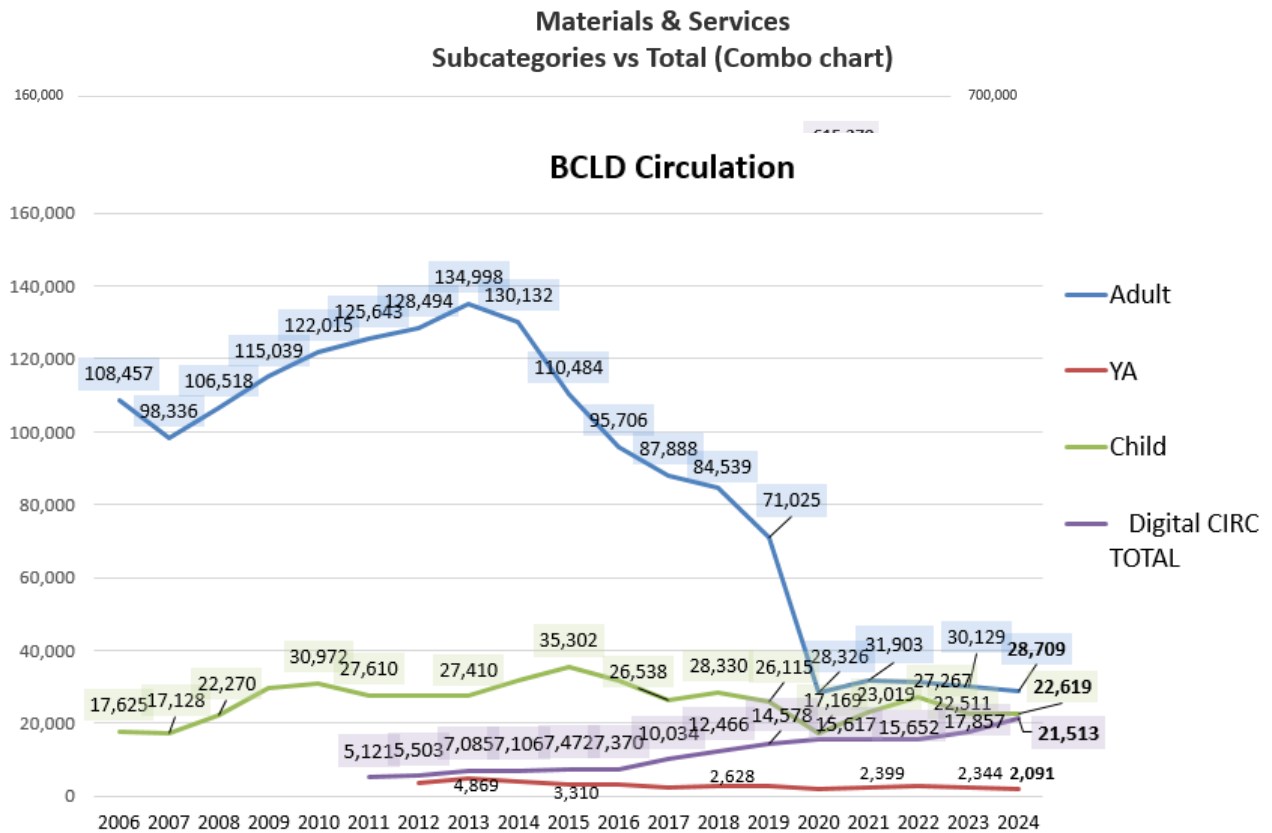
LB 30 General Fund – Requirements Summary (2 pgs. – Allocated/Not Allocated)

This form presents a summary of aggregate categories for both Personnel Services and Materials & Services shown in the LB-31s. Note that Materials & Services is less than the LB-31 total by the amount for Debt Service which is listed separately on the LB-30 form. The Total Requirements figure (line 35, bottom page 2) must match the Total Resources from LB-20 (line 32).

Pg. 1 Allocated

Capital Outlay

- 35 – Total Capital Outlay:** This line allocates funds for planned capital outlays. In previous years, these have included LED lighting upgrades, rebuild of the Baker branch boardwalk, safety handrails, and other projects. For the proposed budget, \$25,000 is allocated for qualifying projects not paid from the Facilities Maintenance or Reserve Fund for Capital Investment.



Pg. 2 Not Allocated

Debt Service

- 15 – Debt Service – Baker City LID Resort St Project:** In 2013, Baker City created a Local Improvement District (LID) to pay part of the bill to bury utilities along Resort Street. A LID is a funding system that provides for a group of property owners to share costs of infrastructure

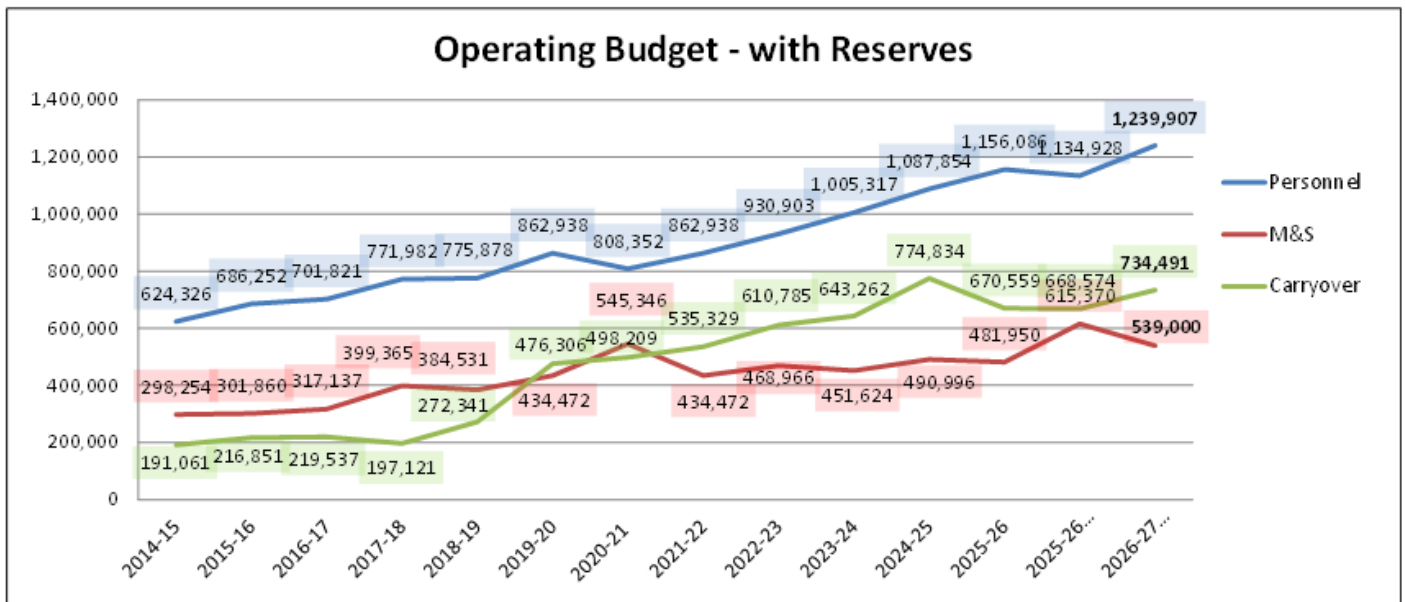
improvements. BCLD contributed \$2,000 annually to the City to repay its portion of the project costs. With loan interest costs growing, the district used surplus funds to pay off the debt balance in FY23-24.

Interfund Transfers

- **23 – Transfer – technology & election:** Usually consists of \$1,000 set aside for scheduled server replacement or other IT project need, and \$1,500 transferred to a reserve line in Other funds for high cost elections. These transfers are discretionary, increased or skipped as necessary. The proposed budget includes \$5,000 toward the Technology Reserve Fund for future needs.
- **24 – Transfer – Severance:** based on projections of retirement eligibility for staff and reimbursements due for unused vacation pay and half of unused sick leave.
- **25 – Transfer – Capital Investment Fund:** Surplus funds are used to replenish this Reserve Fund when available. Fortunately, that is the case this year and the Reserve will be boosted by \$50,000.

Operating Contingency

- **29 – Operating contingency:** this allocation is primarily intended as a redundant contingency to supplement the Health Insurance Benefit line and unanticipated cost over-runs in other categories. When unused, it is re-allocated as necessary or converted to reserve with a supplemental budget at year-end.
- **30 – Reserved for future expenditure:** this allocation, also known as the Cash Carryover and Operating Reserve, is essential to fund district operation from July 1 until receipt of tax disbursements in early November. This reserve will be maintained and developed annually proportionate to budget expense growth. If absolutely necessary, the General Fund may temporarily borrow from its Other Uses Fund to meet operation needs but aims to avoid that scenario.



LB 10 Other Uses Fund

This fund is used for special-purpose grants, such as those given to the District by foundations, as well as donations from our Friends and Foundation support groups, income from online book sales, and transfers from the General Fund put aside for strategic purposes. Expenditures from this fund are for the purposes outlined in the grant, special project needs, or particular items the contributors choose to fund.

Resources

- **3 – Working Capital:** consists of carryover amounts from grants, donations, reserve and contingency transfers. Typical drawdown are from period payouts of gifted funds to the Library Foundation, grant project expenses, or transfers out.
- **5 – Interest:** Budgeted at recent trend of interest revenue.
- **6 – Transferred IN:** Typically includes annual deposits for severance liability reserve, and variable amount for technology and election reserves. Severance reserve transfer may be skipped if funds calculated to be at sufficient level.
- **7 - Grants & Loans:** Most grants and limited use gifts are managed through this category. The amount budgeted is for approximate planned grant projects, typically such as requests to Leo Adler, SDAO, and other foundations.
- **8 - Donations:** Budgeted conservatively. Consists of miscellaneous donations from individuals, often for memorial purposes.
- **9 –Book sales:** Based on history of recent years. Volunteers and Library Pages have been posting many items online with great success. These sales have reached annual level that is equal to or greater than the total raised by the Friends' annual book sales.
- **10 – Other financing sources:** Place taker. Used for non-standard resources that do not fit in prior lines.

Requirements

- **16 – Personnel Services:** Un-used for the proposed budget. In prior years, this line funds special project personnel such as for the Vroom grant early literacy project.
- **20 – Memorial & Grants:** Includes approximately \$45,000 of unrestricted funds from a large estate bequest in 2013, plus a balance of funds on other restricted and unrestricted grants and donations.
- **21 – Election Reserve:** Accumulated amount from General Fund transfers during non-election years (even numbered years) to help offset the cost of board member elections and ballot measures such as the 5-year local option levy. Election costs cycle between about \$3,600 to \$6,500. With the local option levy renewal on the May 2026 ballot (FY25-26), the next high-cost election will occur in May 2030. The next low cost election will be May 2027.
- **22 – Literacy:** This amount is grown slowly from targeted gifts and periodically paid out to support activities in partnership with the Baker County Literacy Coalition.
- **23 – Technology:** This reserve pool is for unplanned IT project needs or to support scheduled major hardware replacement. It was last used to help fund upgrade of the Baker branch network infrastructure.
- **24 - Capital Projects:** This category was recently used to put aside funds for planned capital projects or emergency building needs. With creation of the new Reserve Fund for that purpose, funds were transferred out and the line is discontinued.
- **25 – Severance Liability:** Includes contingency to pay out unused accumulated staff sick and vacation benefits. The District typically transfers in a deposit of \$10,000 annually from the General Fund to prepare for this liability. Projections are that the district is on track with adequate

reserves needed for payout on the next employee eligible for retirement.

- **26 – Corporate Costs:** Consists of bank and sales fees for accounts.
- **27 – Transfer Out:** This line typically consists of projected online book sale revenue (\$4,000). This year, no other transfers are planned.

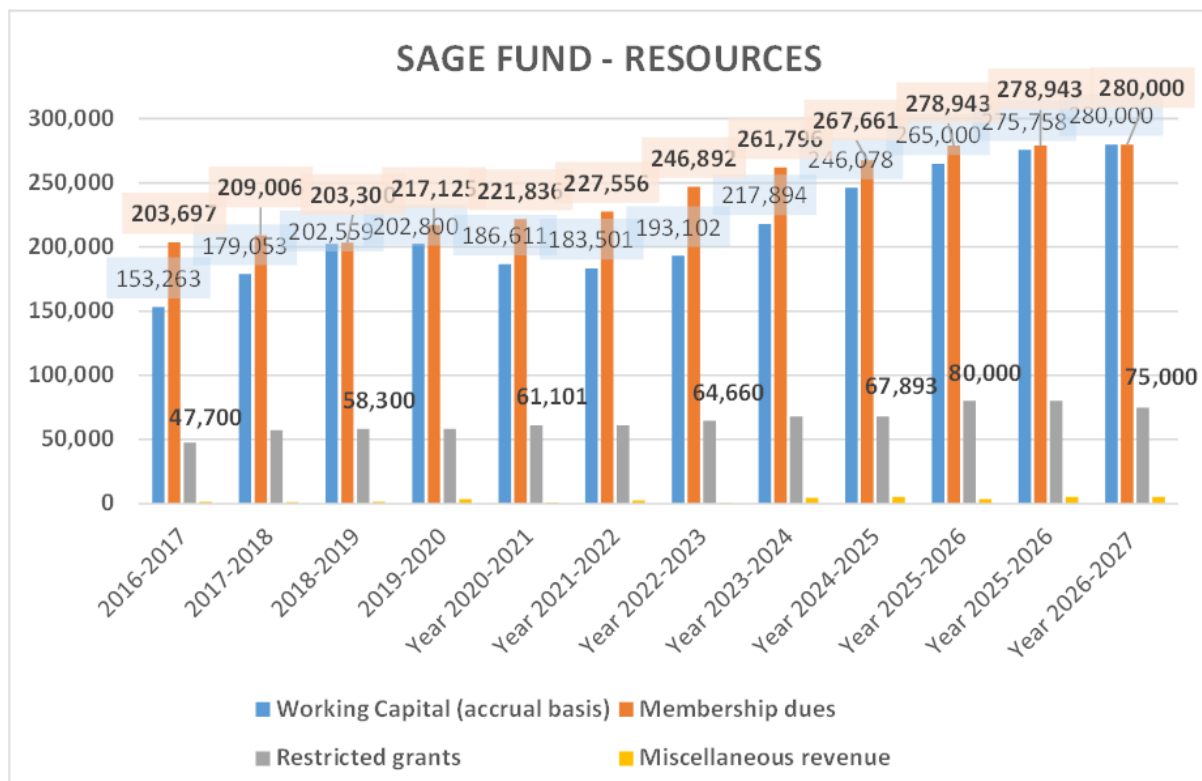
LB 10 Sage Fund

This fund is used exclusively for operation of the Sage Library System. BCLD assumed fiscal agent responsibilities from Eastern Oregon University (EOU) as of July 1 2014. The Sage User Council approves the fundamentals of this budget at its regular meeting in March each year. The revised and proposed budgets may be slightly modified based on more recent information.

Resources

Sage has its own revenue source through membership fees and grants and maintains its own operations reserve as unappropriated ending fund balance.

- **2 – Net working capital (AKA Cash on hand / Cash carryover):** Like the General Fund, this is the base amount of Operations Reserve that Sage has accumulated to support expenses accrued from the start of the fiscal year until membership dues and grants are received. Sage is projected to need a minimum of \$160,000 to operate through November. The carryover has been growing due to savings the Sage Systems Administrator delaying full retirement.
- **5 – Interest:** With the rising interest rates, Sage funds were deposited in an interest-bearing account in FY22-23. Interest revenues have increased with rate hikes. The proposed budget assumes continued strong returns.



- **6 -- Membership dues:** Sage is on Year 3 of a phased implementation of its Fee Fairness Plan,

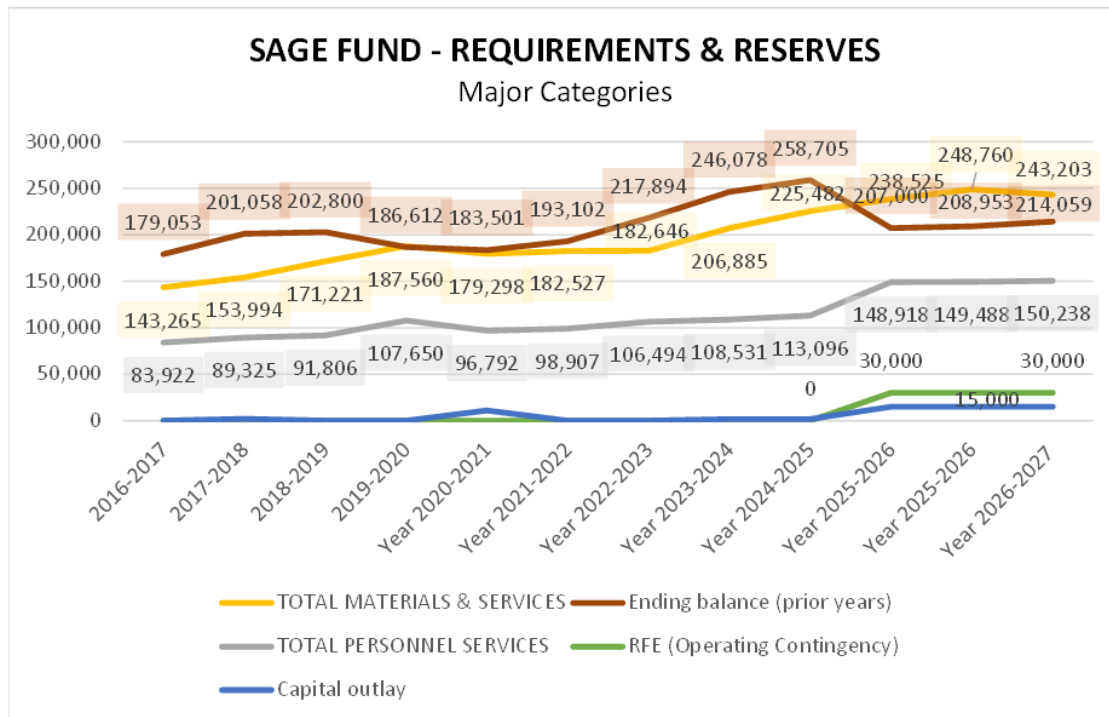
which restructures membership fees toward a more equitable per capita rate over 5 years. According to the plan, membership fee collections may be reduced and surplus reserves used to mitigate large fee variances as the plan rolls out.

- **8-- Restricted grants:** An annual LSTA grant from the Oregon State Library supports half of Sage’s courier services at approximately \$80,000. The full courier expense calculation includes a cash contribution plus in-kind expenses from various members (See line 47).
- **9 – Miscellaneous revenue:** primarily reimbursement payments from select members for use of Sage cataloging resource.

Requirements

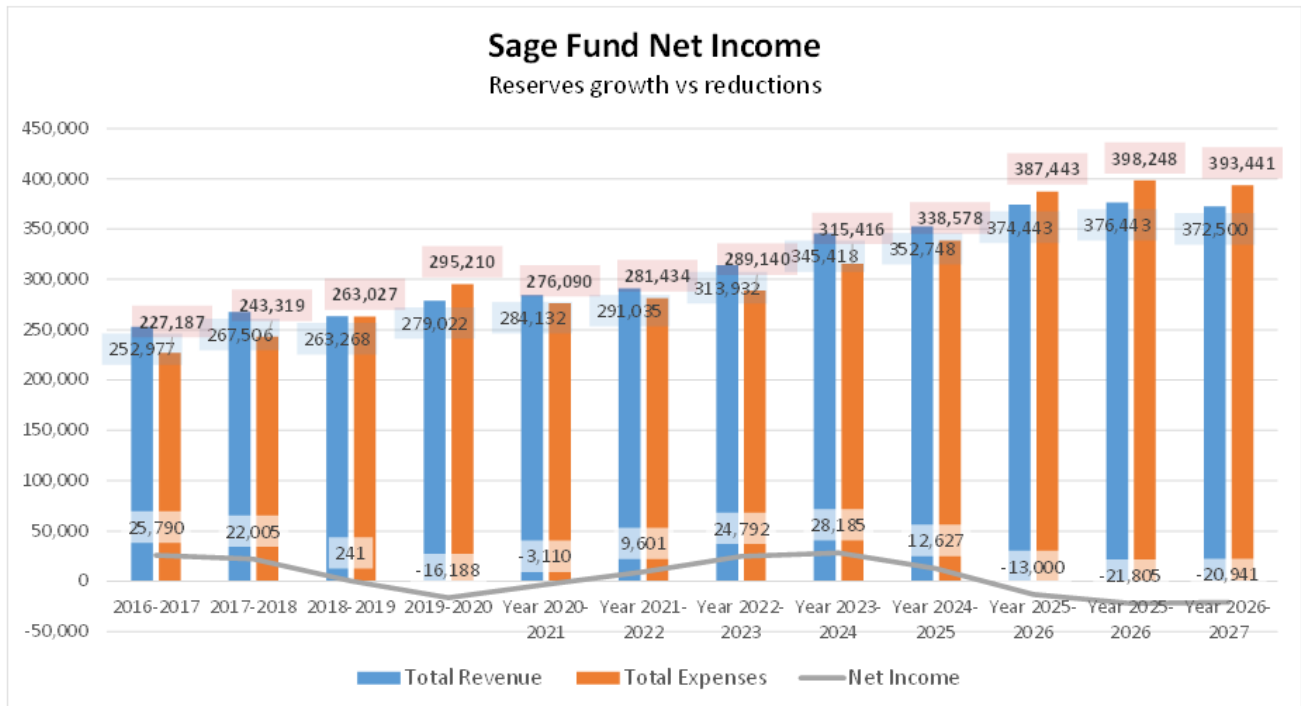
Expenditures from this fund are for staff and various services, technical support contracts, materials, training, grant and special project needs, or any other purpose the Sage User Council chooses to fund. This fund operates from a bank account that is separate from the BCLD general fund. Sage checks are authorized by the Sage administrator and signed by District Library Director and Board President. No interfund transfers between the Sage Fund and other BCLD funds are allowed. Bills that include costs for both BCLD and Sage are paid by BCLD, then Sage compensates the District. Financial reports are reviewed monthly by the BCLD board and bi-monthly by the Sage User Council.

- **19-20 -- Personnel / Salaries:** One of two full-time Sage Systems Administrators is listed here. The other is an independently contracted support service staff listed in Materials & Services under System Support (See line 38). The Admin Assistant listed is funding for accounting services by BCLD staff for up to 5 hours per week.
- **23-29 -- Personnel / Benefits:** These amounts are based on the same rates as regular BCLD staff. Ordinarily the Health Insurance line includes the District’s premium only; the \$1,500 liability for deductible reimbursement is in contingency
- **30-47 – Materials & Services:** These categories are identified and budgeted by the Sage Budget Committee. The majority of expenses are for contracted system support and courier.



As described in the General Fund Resources notes, the District assesses an Administrative Services fee to Sage for fiscal agency oversight (See line 37). The amount is calculated at 1 hour per week of the Director’s hourly wage.

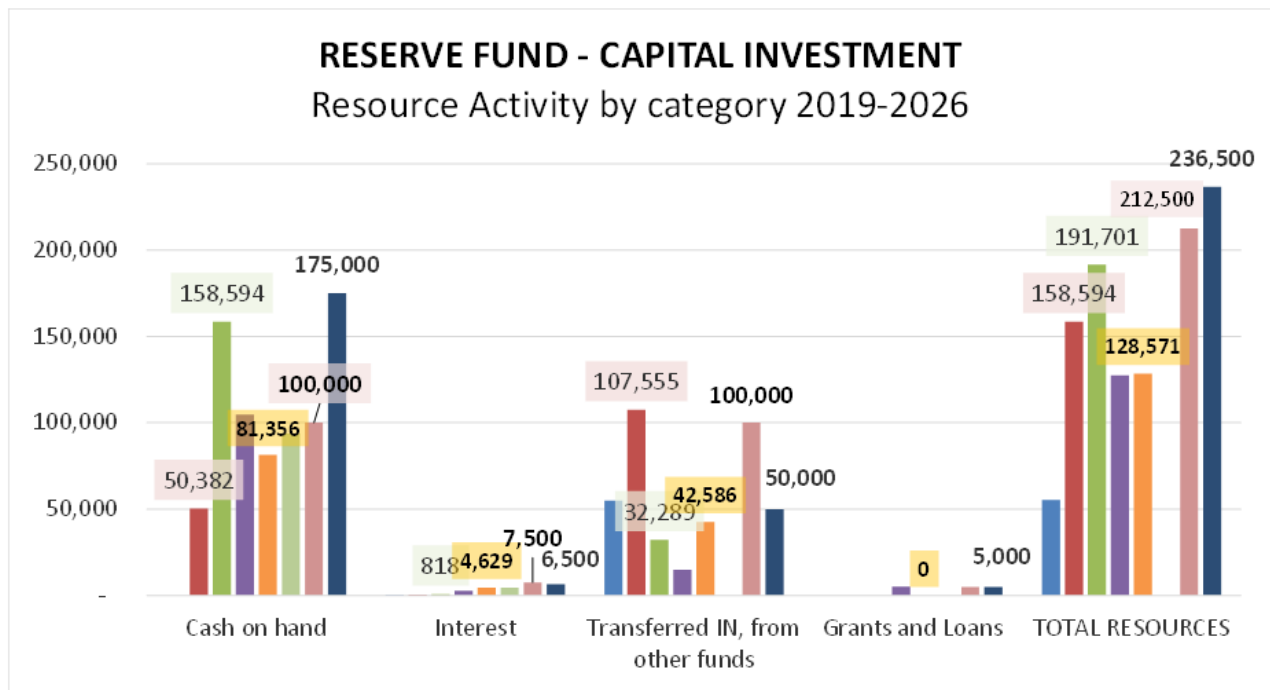
- **52 -- Capital outlay:** This fund is reserved for server upgrades and expansions.
- **53 – Contingency:** This fund is reserved for health premium liability and emergency operation needs.



LB 11 Reserve Fund – Capital Investment

This fund, established by resolution at June 2019 Board Meeting/Budget Hearing, is designated exclusively for “the purpose of strategically planning for anticipated expenditures for major repairs and maintenance of district facilities or other capital assets.”

The proposed budget adopts a moderate addition of \$50K of surplus revenues transferred from the General Fund. After accounting for some expenditure for planned projects, with interest earnings and grants the total reserve is proposed to reach \$236,500.



The Facilities Maintenance Project Strategic Plan now consists of repair and renovation projects totaling approximately \$500,000. These are prioritized by the Facilities staff and the Library Director by need and as the budget will afford. See Appendix A.

APPENDIX A:

FACILITIES MAINTENANCE PROJECT STRATEGIC PLAN

*PRIORITY 1 PROJECTS (sorted by priority level)

- Replace roof at Haines branch (\$25,000) , **IN PROGRESS**
- Replace wood siding at southwest side of Baker branch (\$25,000) **PARTIALLY COMPLETED**
- Convert lighting fixtures to LED at branches (\$10,000), **IN PROGRESS**
- Radon gas testing & mitigation at all branches (\$3,000), **IN PROGRESS**
- Update security cameras in branches (\$25,000)
- Replace wheeled office chairs for public computer labs (\$12,000)
- Remodel staff workroom for improved efficiency / replace staff desks in workroom with ergonomic, flexible worktables (\$25,000)
- Replace compressors and motors in main HVAC Chiller unit at Baker branch (\$20,000)
- Replace 3 Rooftop HVAC units (RTU) at Baker branch (\$45,000) - **pending engineer study**

PROJECTS PLANNED (sorted by cost)

- Purchase next generation Bookmobile, 4x4 cargo van model with ADA lift (\$180,000)
- Full carpet replacement at Baker branch (\$?)
 - OPTION: Target worn areas (Meeting Room, Computer lab, etc.) at Baker branch (\$50,000?)
- Remodel Story Time Room and Discovery Center at Baker branch (\$30,000?)
- Replace ADA automatic door motors (\$11,000)
- Replace rubber seal strips on exterior windows at Baker branch (\$10,000?)
- Install vape sensors in restrooms and study rooms (\$9,000?)
- Convert plumbing fixtures to touchless controls (\$8,000)
- Replace emergency exit signage at Baker (\$6,500)
- Install mineral filter to incoming water main at Baker branch (\$5,000)
- Contract a professional commercial landscape plan for a native plants design at Baker branch (\$5,000?)
- Install custom shelving for Record Courier volumes (\$5,000)
- Update Huntington branch crawlspace for energy efficiency (\$1,000)
- Remodel Reference Room at Baker to be temp/humidity-controlled Archive Room (\$?)
- Remodel old restrooms at Baker branch (\$?)
- Add acoustic noise-canceling panels to problem areas (\$5,000?)
- Install Public Address (PA) System at Baker Branch (\$?)

PROJECTS COMPLETED IN RECENT YEARS (partial list, sorted by completion order)

- Prune Baker branch large trees, (\$4,200) **COMPLETED**
- Repaint Baker branch high traffic areas (Restrooms, Meeting Room, Story Time Room, hallways), (\$6,000) **COMPLETED**
- Replace various old indoor trash bins at all branches, (\$5,100) **COMPLETED**
- Install reflective window tinting on Baker branch north east windows for energy efficiency and user privacy, (\$10,000) **COMPLETED**
- Reseal and restripe parking lot at Baker (\$5,000) **COMPLETED**

- Replace wheeled office chairs for staff (\$5,000) **COMPLETED**
- Repaint exterior at Huntington branch (\$6,000) **COMPLETED**
- Overhaul Bookmobile engine, transmission (\$25,000) **COMPLETED**
- Replace meeting room tables with set of lighter, rolling, nest-able tables (\$10,000), **COMPLETED**
- Add handrail at Baker branch northeast approach from parking lot for safety (\$3,000) , **COMPLETED**
- Install flashing extensions to metal roofing at Baker branch to mitigate water intrusion (\$5,000), **COMPLETED**
- Apply new roof layer at Baker branch (\$96,000), **COMPLETED**
- Upgrade of boiler at Baker branch (\$44,000), **COMPLETED**
- Replace ADA automatic door activation switches (\$2,000), **COMPLETED**
- Replace drive-up book drop inserts at Baker and Halfway (\$4,000) **COMPLETED**
- COVID-19 RELATED: install air scrubber devices in HVAC main systems and various small rooms as needed for indoor air safety in period of COVID-19 pandemic (\$100,000) **COMPLETED**
- Repair walkway at northwest corner of Baker branch (~~\$3,500~~), **COMPLETED**
- Prune large trees at Baker branch (\$5,000), **COMPLETED**
- Construct outbuilding for equipment storage (\$2,000), **COMPLETED**
- Replace exterior litter bins (\$4,500), **COMPLETED**
- Create water feature at front entrance (\$2,000), **COMPLETED**
- Add handrail at front entrance for safety (\$1,000), **COMPLETED**