

UCSLD Funding Model Overview



Umatilla County Special Library District
December, 2021

Executive Summary

Beginning in 2019, the Umatilla County Special Library District (UCSLD) Board of Directors initiated a review of the UCSLD funding model that is used to calculate allocation of tax dollars to the participating library jurisdictions. This is a summary report of the key findings, conclusions, and recommendations, as well as an overview of the approved funding model with which to move library services onward in the UCSLD.

Purpose

One chief motivation for the review was to ensure the funding model elements continue to equitably fund library services across Umatilla County. The Board wanted a transparent process and one that involved and educated all of the principals--Board, library staff, cities--about the values and structure that underlie the formula that implements that funding model. The desired outcome is a funding model that meets these criteria: adherence to the statutory purposes of the District and its values, and is easily understood, explained, and administered.

Process Methodology

The process involved the compilation of historical data, public meetings, public work sessions, the analysis and evaluation by staff and Board of various formula scenarios and options, and the synthesis of findings into conclusions and recommendations. The Board wanted, received, and considered the input and feedback of the principals. Public comments and formula ideas were solicited and considered in the design of several formula scenarios.

Key Findings

1. The underlying values on which the formula has been based continue to be solidly supported by the principals.
2. All of the principals want a reliable and timely source of population data that accurately reflects the people they serve.
3. The best population source for establishing per capita count for library service areas is zip code data.

In Conclusion

The optimum funding model, given the UCSLD statutory purpose, the Board's values, the direction of the Board and public comment, is a "Base/Threshold + Population" formula. The recommended Base + Population formula is based on the use of zip code area population data. The Excel workbook, at the end of this report, shows the approved model for applying the Base + Population formula. The final model meets the criteria and values on which the Board decided, plus it will adapt to growth and change in each jurisdiction over time.

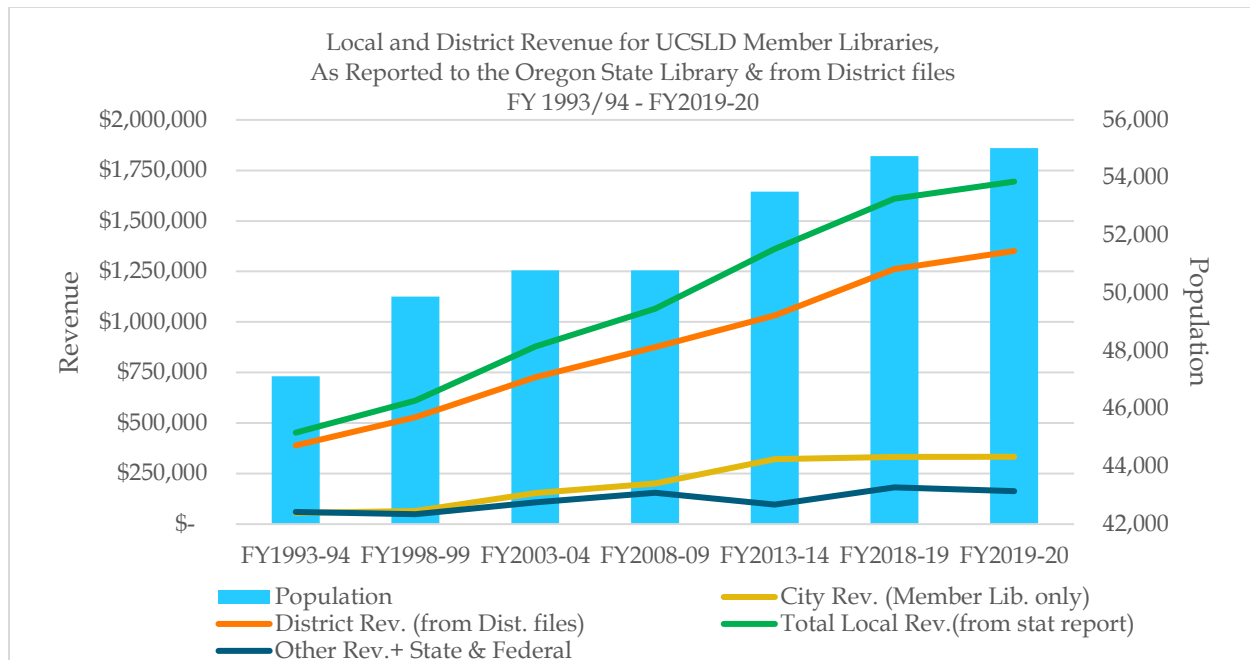
Going Forward

The new funding model was adopted by the UCSLD Board of Directors at their February 25, 2021 Regular Meeting. This new model has been incorporated into the Agreement for Library Services with the 10 city and one school district member libraries and the one partner library.

Adams Public Library
Athena Public Library
Echo Public Library
Helix Public Library
Hermiston Public Library
Milton-Freewater Public Library
Pendleton Public Library
Pilot Rock Public Library
Stanfield Public Library
Ukiah Public/School Library
Umatilla Public Library
Weston Public Library

On the Horizon

The review of the formula has underscored the critical need for local jurisdictions and the Board to put library funding at the top of a collective priority list. As the chart below illustrates, local funding for library services in the County has improved since the beginning of the District. However, funding library services for the residents in Umatilla County was always intended to be and continues as a local-district partnership that will need our continuing collective effort. Since the establishment of the UCSLD, local funding has improved. With the District funds, library funding as a whole has grown steadily, providing enhanced services for the residents of the county.



As stated by Consultant Ruth Metz:

Not all jurisdictions are providing local on-going revenue. Without both, library services and the very existence of libraries are in jeopardy. It is an important policy matter for the Board and also an important leadership development matter for the Board—funding advocacy is a role of the library director, no matter the size of the library. Advocating for local funding is not an easy thing and library directors not only need to be on board with it, but also skilled with how to make the case for local funding.

Finally, this funding as well as service advocacy is profoundly important. The COVID-19 pandemic has given us pause to see how life can change, how the economy can be affected. You, the Board, and the library directors and their boards, are the ones in whose hands the future of libraries is, in your community, the county, the nation—all of us. We all are responsible—I mean you as board members, district director, library directors, their boards, me as a professional librarian and consultant-- for doing our level best to make sure that libraries exist in their best, most community-relevant form, on our watch. They are evolving and we are the guides, the advocates, the helm persons, it is not someone else in the case of libraries—it is us. It is our job to make sure they are whole on the other side of every challenge of our times.

UCSLD Funding Model Review Process

In the Fall of 2019, the Board of Directors of the UCSLD enacted a review process of the tax distribution funding model and allocation formula that had not been reviewed in many years.

- The original goals of the project were:
 - Determine a clear and distinct formula for the allocation and distribution of 80% of the UCSLD tax revenue
 - Provide an opportunity for library personnel to offer input
 - Understand the tax revenue distribution formula and future review processes

This is a timeline of the process:

When	What
December 2, 2019	Information packets including history documentation and how each library can participate, as well as the schedule of meetings out to the libraries and posted on our website.
December 2019	Emails to Library Directors: Ground rules and formula input template
January 13, 2020	Public Meeting #1
March 3, 2020	Public Meeting #2
March 7, 2020	UCSLD Board Retreat – review formula data
March 20, 2020	The pandemic closures and upheaval stopped the process for several months.
Summer 2020	The threads of the process were picked back up and formula ideas were created based on input, Board direction and the needs for equity, clarity, and flexibility.
December 17, 2020	The Board of Directors confirm scenarios to offer for public comment at a public meeting on January 12, 2021.
January 12, 2021	Public Meeting #3
January 28, 2021	The District Director will submit a final draft of the funding formula. The recommendation will include a distribution formula and a review process to be included in the updated City-District Agreements becoming effective July 1, 2022.

February 2021 - December 2021	Update and review City-District Agreements.
July 2021 – June 2022	Work with each library and city/school on budget ramifications, if any, for FY22-23 and onward (if applicable).

History

Part of the process included a review of the history of the UCSLD, including voter approved structure, tax levy and purpose. The UCSLD is a federated district, with the cities retaining control of the public libraries and through agreements, the UCSLD tax funds are distributed to ensure seamless and universal library service to all of Umatilla County residents. The UCSLD receives revenue based on the tax rate - .3682 per 1000 – applied to the assessed valuation of properties included in the District boundaries.

The tax rate is not tied to the actual cost of library services supplied by each city. Each city decides the extent of library operations and the amount of municipal funding to designate for library service. For some cities, their only revenue source for providing library services is what comes from the UCSLD. Others fund their operations from their general fund, supplemented by UCSLD revenue.

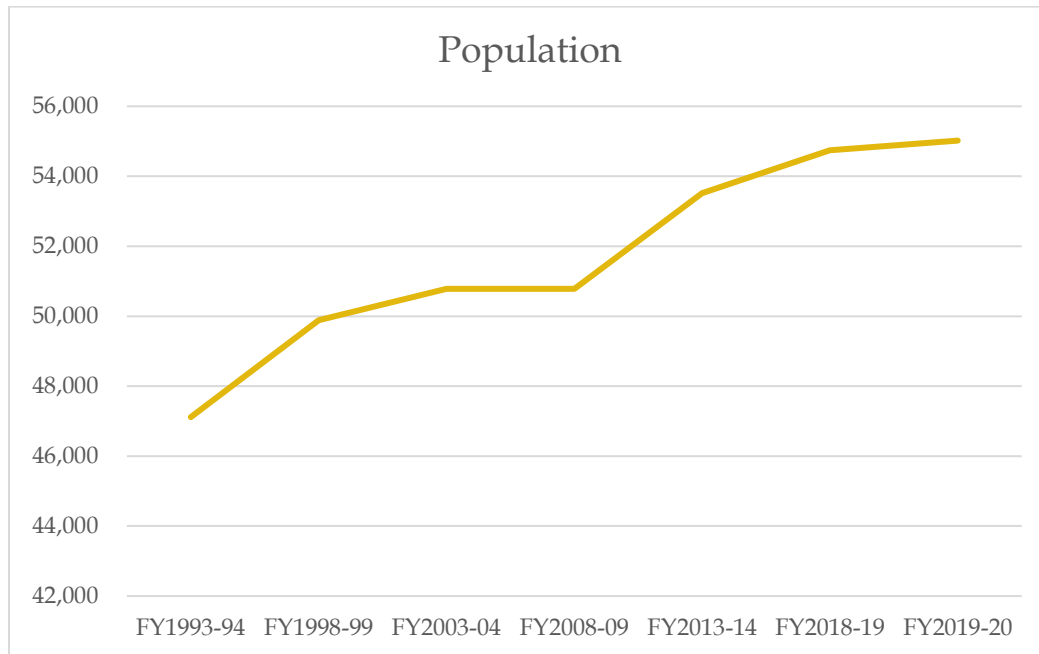
The District revenue has enabled library service funding to improve throughout the County by replacing lost County Library funding for libraries and adding to municipal library funding within the County.

- The Umatilla County Special Library District (UCSLD) was created on November 4, 1986 by a vote of the people from all of Umatilla County except for incorporated Hermiston. From the order creating the District – “The purpose of the Umatilla County Special Library District shall be to provide library and information services to persons within the district.” The UCSLD “shall be a municipal corporation and shall have perpetual succession, and shall, in its own name, exercise and carry out the powers and objects provided for by Oregon Statutes governing library districts.”
- The original Board chose to implement the voter-approved purpose through a federated system, ensuring library service to all of Umatilla County residents through agreements between the UCSLD and the established public libraries in Umatilla County.
- The first agreements between the UCSLD and member cities went into effect on July 1, 1987. The FY87-88 budget was the first that included tax distribution to the city libraries.
- In 1987, the original formula for distributing tax funds was created using Oregon Library Association’s threshold criteria. The UCSLD chose to base their allocation to city libraries on the following costs:
 - Personnel

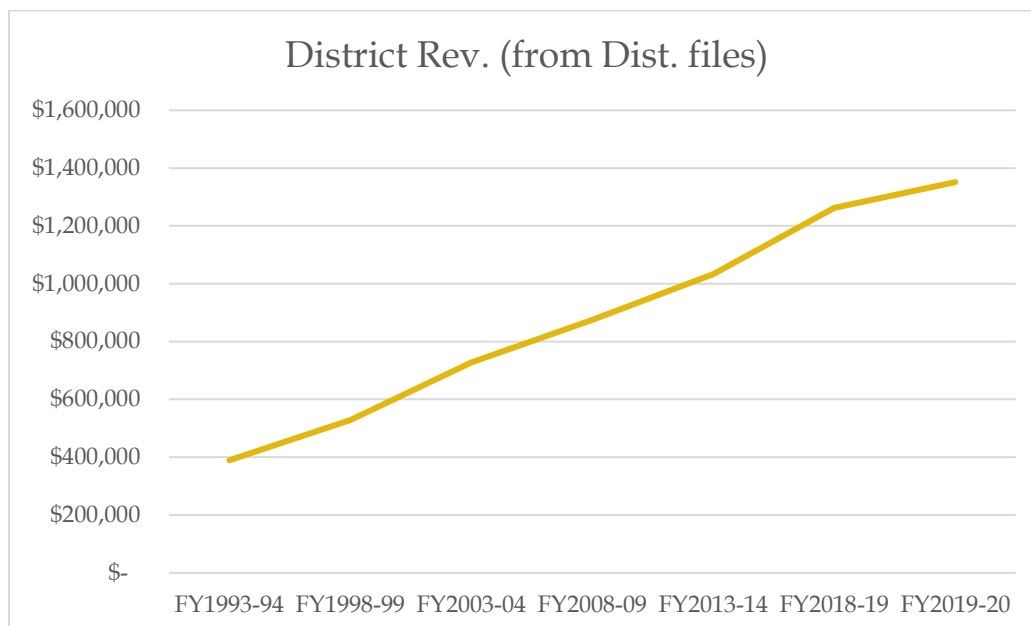
- Books & Magazines
- Other Expenses
- Tiers were implemented in FY04-05 with four tiers based on a calculated service population. In FY05-06, the tiers were refined to three.
- The distribution percentages were adjusted annually according to the Consumer Price Index and then within the tiers, using best professional judgement, to bring each library to a distribution amount intended to provide a similar per capita amount within the tiers.
- The current distribution percentages have not changed since FY12-13. Each year, the amount of money that is distributed adjusts based only on the amount of tax revenue and community service fees received.
- 80%-20% - UCSLD keeps 20% of the tax income and community service fees to operate the district and to provide several district-wide resources to all of the libraries. This amount is spent according to the strategic plan goals set by the UCSLD Board of Directors. 80% of the tax funds and community service fees is distributed to the 11 member libraries and one partner library as it is received.
- The following table shows the district-wide programs that are provided from the UCSLD 20% with the intent that all residents in Umatilla County would receive a base level of service, no matter where they reside.

Sage Library System	20-21 Membership Fees
Catalog, Circulation, Cataloging Utilities	\$52,708.92
Courier	20-21 Fee
Amount not reimbursed	\$10,879.07
Library2Go	20-21 Fee
Digital Library	\$11,090.00
Training	
In-service days, Continuing Education/Scholarships	\$7,442.58
Administrative Costs	
These hours are not tracked as costs, but comprise the majority of UCSLD staff time	Elections, Budgeting, Board Duties and Activities; Distributing Tax Funds; Grant administration; Training planning and execution; Cataloging services; Tech support; Early childhood outreach to all of Umatilla County; Support of story times and sharing of materials; Meeting coordination; Consulting and mentoring; Information sharing

The population has increased since the District was voted into existence.



Along with this increase in population, UCSLD funding has provided a stable income source for growing countywide library services in Umatilla County.



The story of library service in Umatilla County is one of success. The residents of Umatilla County have access to excellent library services no matter where they are, through the combined efforts of the public libraries and the UCSLD. The work on this funding model is one step in continuing this success story for our County.

Funding Model Explained

In creating the funding model, several concepts were taken into consideration.

The request of the Board that the funding model achieve an equitable distribution of the finite District tax revenue to achieve the purpose and responsibility of the UCSLD to residents and that it display administrative efficiency and transparency. The input and formula ideas from the public meetings were documented. Elements of each formula proposal were considered and the documented comments from three public meetings, Board meeting comments and emails were added into the decision.

The Board met in March of 2020 to consider the history of the formula, the process to implement, and the current situation of the tax revenue distribution formula. They took into account the solicited input from the library directors and city officials. They created a list of values and criteria to guide the development of a new funding model and tax revenue allocation and distribution formula.

The values and criteria that guided the process are below.

- An objective and impartial formula to ensure library service for the residents of the District including the unincorporated populations
- A clear, uncomplicated, concrete mathematical formula, that is easily understood, reviewed, and readily administered
- Contributes an amount of money to help member libraries be able to offer a threshold, or base, of service
- Recognizes and adjusts for changes and shifts in population over time

Population

One of the key components of the new funding model is that it should be based on zip code population areas. The Board directed that the new formula be based on zip code population for several reasons. The first and foremost is that each library provides library cards based on the zip code of the requesting resident. Secondly, utilizing the assistance of the Portland State University Population Research Center (PSU-PRC), the District can get very accurate numbers for the zip code areas within the boundaries of Umatilla County.

Prior to this, the service population of each jurisdiction was calculated based on a percentage of the city's population applied to the unincorporated county population. In analyzing these numbers it was found that the service population calculation did not always reflect the actual population that the library was serving.

Zip Code	City	2020 Census Population - City	2020 Census Population - Zip Code Area	Population of UCSLD Zip Code Areas	Zip Code area number as a percentage of the whole zip code population	Remainder of difference between County Population and zip code populations with % change applied	Final Population Figures to Use
97810	Adams	389	887	887	1.46%	888	888
97813	Athena	1,209	1,386	1,386	2.29%	1,388	1,388
97826	Echo	632	1,061	1,061	1.75%	1,063	1,063
97835	Helix	194	373	373	0.62%	374	374
97838	Hermiston	19,354	28,348	8,994	14.83%	9,007	9,007
97862	Milton-Freewater	7,151	11,512	11,512	18.99%	11,529	11,529
97801	Pendleton	17,107	21,882	22,052	36.37%	22,084	22,084
97859	Meacham	170	170	0	0.00%	0	0
97868	Pilot Rock	1,328	1,756	1,756	2.90%	1,759	1,759
97875	Stanfield	2,144	2,875	2,875	4.74%	2,879	2,879
97880	Ukiah	159	224	224	0.37%	224	224
97882	Umatilla	7,363	8,271	8,271	13.64%	8,283	8,283
97886	Weston	706	1,241	1,241	2.05%	1,243	1,243
		57,906	79,986	60,632	100.00%	60,721	60,721
PSU	Umatilla County	80,075	80,075				
Hermiston Rural		8,994					
Unassigned		89					

Hermiston Public Library

One of the factors to address in this process has been the Hermiston Public Library situation. Hermiston City chose not to join the UCSLD in 1986 and the residents of incorporated Hermiston do not provide tax dollars to the UCSLD. The residents of the unincorporated portion of the Hermiston zip code do pay taxes into the UCSLD. In an effort to provide seamless library service for all of the residents of Umatilla County at their nearest/most convenient library outlet, the UCSLD contracts with Hermiston as a partner library. The residents within Hermiston city limits gain the benefit of being considered part of the District and can use library services at any other library in Umatilla County. With the agreement between the UCSLD and the City of Hermiston, all residents of Umatilla County have access to library service that is seamless and integrated.

The staff of the Hermiston Public Library are considered part of the Umatilla County library staff and are included in trainings, meetings, continuing education scholarship opportunities, grants and collaborative events and programs. The UCSLD pays the Sage Library System bill and the courier 3rd day cost for the unincorporated population – rural Hermiston.

In order to differentiate member libraries (city residents pay tax into the UCSLD) and a partner library (city residents do not pay tax into the UCSLD), Hermiston City's portion of the UCSLD tax revenue is allocated only through the population portion of the funding model. The Base or Threshold portion of the funding model is intended to support base services for member libraries and the remainder of funds is distributed on a population percentage to all jurisdictions within the District.

The Funding Model

The overview of the Formula Scenarios Workbook

- Tab *A – Population* shows how the population for each UCSLD library is calculated.
- Tab *B – Formula* illustrates the way that the estimated distribution to each library is calculated.
- Tab *C – Tax Distribution* illustrates the multiplier that will be applied to each tax revenue disbursement.
- Tab *D – UCSLD Paid Costs* outlines a few of the costs that the District expends on behalf of all of the libraries from the 20% that is retained to operate the UCSLD.

Tab A: Population

One of the chief motivations to review the formula has been that the population numbers have become outdated and therefore of concern to the library jurisdictions. After considering various data source options for securing the most reliable and timely data, the Board authorized staff to use the zip code population as the basis for the formula. Additionally, the libraries provide library cards based on a library patron's zip code. The PSU-PRC provided the 2020 Census derived, zip code area populations within the boundaries of Umatilla County. Pendleton provides library service to the Meacham zip code area, and those numbers are added to the 97801 zip code count.

The process for establishing population:

- Every 10 years when the census is taken, the PSU-PRC will be contacted for the certified numbers within each zip code area within the Umatilla County boundaries.
- Every three years, when the Agreements for Library Services are reviewed and updates, the PSU-PRC city and county estimates will be used to update the population numbers. During the time between the census count, and based on the Board's direction, the District Director can use the PSU-PRC certified estimates to add or subtract the change from the prior population count and then to apply that number to the zip code population.
- According to the PSU-PRC, the total of all estimated zip code populations is often less than the full County population. The PSU-PRC recommends an adjustment methodology that assigns the remaining population to each jurisdiction so that the total District population is ultimately assigned to a library jurisdiction. For any difference between the newly calculated zip code population numbers and the total county count, a percentage will be determined for each zip code area and that percentage applied to the difference. The percentage is determined by dividing the zip code population of each area by the total of all the zip code populations.
- The new numbers will be used to update the formula every three years when Agreements will be reviewed.

- The Hermiston Rural (unincorporated) number is the total zip code population area less the incorporated city population and that number is used as the basis of the Hermiston distribution.

Tab B: Formula

The Formula spreadsheet acknowledges that funding libraries and library service in Umatilla County is a local-district partnership - as a practical and historical matter. Since the establishment of the UCSLD, local funding has improved. With the District funds, library funding as a whole has grown steadily, providing enhanced services for the residents of the county.

This worksheet outlines applying a Base/Threshold + population formula to the 11 member library jurisdictions' distributions. It includes data needed to calculate the distributions according to the formula. The Base/Threshold element acknowledges that there must be a base of support to operate; the population element acknowledges that population drives service levels and operating costs

Columns A through C show the names of the library jurisdictions, the FY2022-2023 anticipated 80% distribution, and the Census 2020 zip code population.

Columns D through J pertain to the calculation of the Base/Threshold distributive amount. Column D assigns to each member library jurisdiction a numeric group (1 or 2) according to the population size being served; 1 for under 2,000, 2 for over 2,000. That number is a multiplier applied to the staff funding, collections, and O & M (operations and maintenance) elements. The amounts are set by the UCSLD Board and reviewed periodically (Columns E - I). The total of these equals the BASE Amount (Column J). The Base/Threshold Criteria are those derived from the Oregon Library Association Standards and the State Law Official Recognition of Public Libraries. The sum total of Base/Threshold for all of the eligible library jurisdictions (Column J, Line 15), subtracted from the total amount to be allocated (Column B, Line 15) is called the REMAINDER.

The REMAINDER is the amount available to allocate according to the population attributed to each member and partner library jurisdiction. Column M shows the library jurisdictions' populations, by zip code. Column N is the calculated percentage of each zip code population in relation to all zip code populations.

The Total Estimated Distribution (Column L) is the total of the BASE and the REMAINDER amounts.

Tab C: Tax Distribution

The Total Estimated Distribution is copied from Tab B and added to the UCSLD estimated income (20% of the total anticipated tax revenue) to add up to the Total Anticipated Tax Revenue amount from the Umatilla County Assessor. A percentage for

each library is calculated and that percentage will become the multiplier that is applied to each tax revenue disbursement. When the tax disbursement notifications are received by the UCSLD, the amount of the monthly disbursement is multiplied by the percentages and a distribution is made to each library.

Tab D: UCSLD Paid Costs

This tab illustrates a few of the costs that the District expends on behalf of all of the libraries from the 20% of tax revenue that is retained to operate the UCSLD and provide several basic library service elements across all of the UCSLD.

Implementation

Agreement for Library Services

Once the funding model was approved by the Board, the next part of the process was updating the Agreement for Library Services that outlines how the UCSLD works with the public libraries, the cities and the school district. The Agreements provide the structure which illustrates to the taxpayers what is happening with their tax funds. As the District distributes 80% of the tax revenues, there are guidelines and requirements to state how the UCSLD tax revenue can be used and how all entities – District, Cities and School District – demonstrate with transparency to the public how they are using these funds to provide public library service across the UCSLD.

To that end the UCSLD worked with attorney Eileen Eakins of Northwest Local Government Legal Advisors, LLC, who specializes in interagency agreements, to review and update our Agreement for Library Services. The updated Agreement includes how the funding model is implemented and reviewed.

The Agreements are sent to the Cities and School District for review and approval by their Councils and School Boards at least six months before the end of the current Agreement ending period.

Going Forward – a Note from the District Director

This process was the result of many people offering input and ideas and seeking to achieve the goals that were established at the outset. We had the assistance of many people and I would like to mention several specifically: The Board of Directors who took on this challenging work, Hilary Stoupa, Kara Davis, John Thomas, Caty Clifton and Nick Nash; and those Board members who completed it, John Thomas, Caty Clifton, Nick Nash, Sharone McCann and Jubilee Barron; Caty Clifton for clarifying and creating the formula elements; Dea Nowell, Technical Services Manager and holder of the history of the UCSLD; the 12 Library Directors who co-created the ground rules that guided the public meetings and who provided data, history and ideas; the City Officials who participated and added their ideas and thoughts, Library Consultant, Ruth Metz

who guided our process and facilitated our meetings so that we accomplished our goals; Gary Parker, Math Professor at Blue Mountain Community College who analyzed the current funding model and ironed out the mathematical flaws in the formula concepts; Oregon library colleagues who shared their funding models, agreements and expertise; and so many others.

A District is only as healthy and successful as the whole is – we are all one entity. What happens to one part of the unit affects all the other parts. When we focus on the needs of our residents, collaborate, and seek consensus, we can successfully meet any future challenges.

We have weathered many storms in the history of the UCSLD and together we can continue to grow and develop excellent library services for the current and future needs of our residents.

Thank you for your time and for all who have contributed their ideas and suggestions and concerns.

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Hermiston Rural		8,994					
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		2020 Population	Pop Size Category	Base/Threshold Criteria Elements					BASE Amount	REMAINDER Amount	TOTAL ESTIMATED DISTRIBUTION	Multiplier for Remainder Funds	
	FY 22-23 80% Anticipated Distribution			Personnel FTE*	\$	Staff Funding	Collections	O&M	Total			Zip Code population	% of the total for each zip code area
Adams		888	1	0.5	\$47,840	\$23,920	\$2,000	\$2,592	\$28,512	\$12,186	\$40,698	888	1.46%
Athena		1,388	1	0.8	\$47,840	\$38,272	\$2,500	\$4,077	\$44,849	\$19,041	\$63,890	1,388	2.29%
Echo		1,063	1	0.8	\$47,840	\$38,272	\$2,500	\$4,077	\$44,849	\$14,576	\$59,425	1,063	1.75%
Helix		374	1	0.5	\$47,840	\$23,920	\$2,000	\$2,592	\$28,512	\$5,124	\$33,636	374	0.62%
Hermiston (rural)		9,007		0.0	\$47,840	\$0	\$0	\$0	\$0	\$123,560	\$123,560	9,007	14.83%
Milton-Freewater		11,529	2	2.9	\$47,840	\$137,325	\$11,529	\$14,885	\$163,739	\$158,152	\$321,891	11,529	18.99%
Pendleton		22,084	2	4.3	\$47,840	\$204,653	\$22,084	\$22,674	\$249,411	\$302,951	\$552,362	22,084	36.37%
Pilot Rock		1,759	1	0.8	\$47,840	\$38,272	\$2,500	\$4,077	\$44,849	\$24,124	\$68,973	1,759	2.90%
Stanfield		2,879	2	1.2	\$47,840	\$55,097	\$2,879	\$5,798	\$63,774	\$39,497	\$103,270	2,879	4.74%
Ukiah		224	1	0.5	\$47,840	\$23,920	\$2,000	\$2,592	\$28,512	\$3,077	\$31,589	224	0.37%
Umatilla		8,283	2	2.4	\$47,840	\$116,622	\$8,283	\$12,490	\$137,395	\$113,627	\$251,022	8,283	13.64%
Weston		1,243	1	0.8	\$47,840	\$38,272	\$2,500	\$4,077	\$44,849	\$17,049	\$61,898	1,243	2.05%
	\$1,712,216	60,721	1<2000; 2 >2000	*Based on Pop Size Cat: 1=0.5 pop<1000, 0.8 pop>1000; 2=pop/2000x 0.8 <5000 and for >5000=2/15,000 *(pop-5000)+2	1 fte @ 23.00/HR		1-pop<1000=\$2000; pop>1000=2500; 2= 2500 or pop*1 whichever is greater	10% of Staff+Coll	\$879,251	\$832,965	\$1,712,216	60,721	100.00%
		Hermiston shows Unincorporated only		Calculated, not rounded		Calculated, not rounded			51.35%	Used remaining funds after the base amount is distributed. Used a % derived from each libraries' % of whole zip code population.			

Libraries	Total Estimated Distribution	Percentages used to determine distribution portion
Adams	\$40,698	0.0190152
Athena	\$63,890	0.0298514
Echo	\$59,425	0.0277653
Helix	\$33,636	0.0157159
Hermiston (rural)	\$123,560	0.0577310
Milton-Freewater	\$321,891	0.1503975
Pendleton	\$552,362	0.2580806
Pilot Rock	\$68,973	0.0322264
Stanfield	\$103,270	0.0482511
Ukiah	\$31,589	0.0147595
Umatilla	\$251,022	0.1172854
Weston	\$61,898	0.0289207
UCSLD	\$428,054	0.2000000
	\$2,140,270	1.0000000
Total Anticipated Tax Revenue	\$2,140,270	

\$1,712,216.00

\$428,054.00

When the tax distribution checks are received by the UCSLD, the amount of the check is multiplied by the percentages and a check is cut to each library

80%

20%

Expenditures made on behalf of all of the libraries

Sage Library System

Catalog, Circulation	2020-21 Sage Membership fees		2021-2022 Sage Membership fees
	Pendleton Public Library	\$13,669.00	Pendleton Public Library
	Milton-Freewater Public Library	\$10,910.00	Milton-Freewater Public Library
	Umatilla Public Library	\$11,078.00	Umatilla Public Library
	Stanfield Public Library	\$1,876.00	Stanfield Public Library
	Pilot Rock Public Library	\$1,853.00	Pilot Rock Public Library
	Athena Public Library	\$1,666.00	Athena Public Library
	Weston Public Library	\$1,661.00	Weston Public Library
	Echo Public Library	\$1,639.00	Echo Public Library
	Adams Public Library	\$1,368.00	Adams Public Library
	Helix Public Library	\$1,395.00	Helix Public Library
	Ukiah Public/School Library	\$1,345.00	Ukiah Public/School Library
	Hermiston Rural	\$3,958.52	Hermiston Rural
	Total	\$52,418.52	Total

InterMountain ESD

	2-Day Courier - Reimbursed from Sage		2-Day Courier - Reimbursed from Sage
20-21 Courier	with LSTA grant funds	\$15,840.00	21-22
	3rd Day - Paid by UCSLD	\$14,136.00	with LSTA grant funds
			3rd Day - Paid by UCSLD
	Hermiston reimburses their city portion	-\$3,256.93	Hermiston reimburses their city portion

Library2Go

Electronic Library Access	20-21 Library2Go for 11 libraries	\$11,090.00	21-22 Library2Go for 11 libraries
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Cataloging Utilities

for 10 libraries	20-21 OCLC	\$290.40	21-22 OCLC
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Training

In-service trainings, continuing education funds/scholarships	20-21	\$7,442.58	21-22
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Administrative costs

The hours that are spent on these activities by UCSLD staff are not calculated. Suffice it to say that the majority of District staff time is spent on these activities

Elections, Budgeting, Board
Duties and Activities
Distributing Tax Funds
Grant Administration
Training Planning & Execution
Cataloging Services
Tech Support
Early childhood outreach across
all of Umatilla County
Support of storytimes & sharing
of materials
Meetings
Consulting and mentoring
Information Sharing