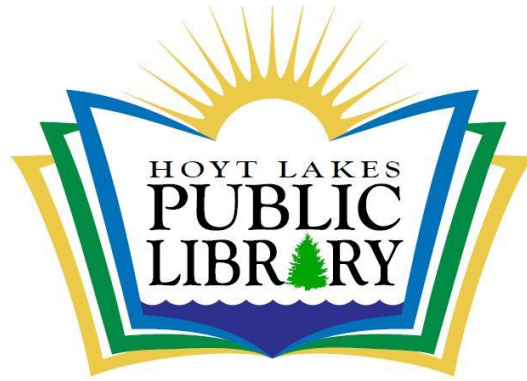




**PUBLIC NOTICE
CITY OF HOYT LAKES
HOYT LAKES PUBLIC LIBRARY**

The Hoyt Lakes Public Library will accept applications for the part time position of Library Clerk.

Application packets are available at the Library and City Clerk's Office, 206 Kennedy Memorial Drive and also on the Library's and City's websites at www.hoytlakeslibrary.org or www.hoytlakes.com

The position is for an applicant with a high school diploma or equivalent. Hours worked will average 17 hours per week and will include Saturdays. Deadline for applications is 4 p.m. on, Wednesday, August 5, 2026.

Publish: East Range Times –July 27, 2026 (small ad)

Post: July 23, 2026

Website: July 23, 2026

Facebook: July 23, 2026

City Sign: July 23, 2026

Attach: Position description & application

**City of Hoyt Lakes
Library Clerk Position Opening
External Posting**

The City of Hoyt Lakes is accepting applications for the part-time first-level position of Library Clerk. Performs general non-professional duties at the circulation desk; keeps shelves in good order; assists patrons; and performs related duties as required. Must have a High School Diploma or equivalent. Must be able to pass a BCA background check. Current salary is \$19.65/hour with new employees being paid at 90% of this hourly wage during the six-month probationary period.

Please submit a letter of interest and the completed City of Hoyt Lakes application to the Hoyt Lakes Public Library at michele.lammi@alslib.info or in-person at the Hoyt Lakes Library or Clerk's office prior to 4:00 pm on Wednesday, August 5, 2026.

Post: July 23, 2026

Updated: 07/23/2026



City of Hoyt Lakes Job Description

Position Title: Library Clerk
Department: Library
FLSA Status: Non-exempt

Primary Objective of Position

This first-level position supports the mission of the Hoyt Lakes Public Library to empower our community by providing a variety of materials and events in a welcoming environment that brings people of all ages together. It requires contact with library patrons, the handling of library materials, and general daily library operations.

Essential Duties of the Position

Essential duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is similar, related, or logical to the position.

- Greet patrons of all ages and create excellent patron experiences
- Check in and shelve returned materials
- Renew and reserve materials for patrons
- Keep shelves in good order and fill displays
- Assist patrons in locating and using library materials, the facility, and web catalog
- Answer the telephone and patron questions
- Keep abreast of and promote current library services and programs to patrons
- Register patrons for a library account and assist with account maintenance
- Help patrons check out materials
- Assist and instruct patrons with downloading digital materials
- Provide reference assistance and refer to outside resources as appropriate
- Assist patrons with computer use, printing, and scanning
- Perform troubleshooting on technology not working correctly
- Photocopy and fax items for patrons
- Monitor the condition of library materials and equipment and keep the library looking clean and attractive
- Work with the library team to create and implement programming
- All other duties as assigned by the Library Director or Library Technician

Examples of Performance Criteria

- Demonstrate a working knowledge of library services and materials
- Demonstrate a working knowledge computers and other electronic devices
- Demonstrate the ability to make sound decisions, communicate effectively, and interact in a friendly, tactful, and diplomatic way
- Willing to initiate communication and engage with patrons
- Able to work in a busy public service atmosphere with frequent interruptions, multi-tasking is a must
- Demonstrate a positive attitude toward job assignments and tasks to be performed, working independently or as part of a team

Updated 6/25/2026

- Able to be flexible and continuously learn, unlearn, and relearn
- Show initiative in recommending methods to improve efficiency and quality on the job
- Exhibit enthusiasm for library services and library related tasks

Minimum Qualifications

To perform this job successfully an individual must be able to perform each duty satisfactorily.

- High School Diploma or equivalent
- Library, customer service, or related work experience
- Effectively use the Internet, email, social media, computers, and emerging technology
- Able to adapt readily to change

Desirable Qualifications

- Experience working in library services
- Training or education in library services

Supervision of Others

Student page

Equipment/Job Location

The work environment characteristics described are representative of those an employee encounters while performing the essential duties of the job. Duties performed are typically indoors, in an office setting.

Conditions of Employment

- Must comply with organizational and departmental policies and procedures

This position description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the city and requirements of the job change.

The City of Hoyt Lakes is an Equal Opportunity Employer in compliance with the Americans with Disabilities Act. It will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



City of Hoyt Lakes

Application for Employment

206 Kennedy Memorial Drive
Hoyt Lakes, MN 55750
info@hoytlakes.com
218-225-2344

We welcome you as an applicant for employment with the City of Hoyt Lakes. It is the City of Hoyt Lakes' policy to provide equal opportunity in employment. The City of Hoyt Lakes will not discriminate on the basis of race, color, creed, age, religion, national origin, marital status, disability, sex, sexual orientation, familial status, status with regard to public assistance, local human rights commission activity or any other basis protected by law.

Please furnish complete information, so we may accurately and completely assess your qualifications. You may attach any other information which provides additional detail about your qualifications for employment in the position you seek. Please refer to the Applicant Data Practices Advisory for guidance regarding how your application information will be used, the consequences of providing or not providing your information, and more.

The City of Hoyt Lakes accommodates qualified persons with disabilities in all aspects of employment, including the application process. If you believe you need a reasonable accommodation to complete the application process, please contact the Clerk's Office at 218-225-2344.

Please print in INK or type when completing this application

Title of position applying for:

Personal Information

Name:	(Last)	(First)	(MI)
Street Address			
City, State, Zip			
Phone Number		Alternate Phone	
Email			

Are you legally eligible to work in the United States in the position for which you are applying? <i>Proof of citizenship or work eligibility will be required as a condition of employment.</i>	Yes	No
Will your continued employment require employer sponsorship?	Yes	No
Are you at least 18 years old?	Yes	No
If no, please indicate date of birth: _____		

Educational Information

Circle the highest grade completed			
1 2 3 4 5 6 7 8 Grade School	9 10 11 12 GED High School	13 14 15 16 College/Technical	MA MS PHD JD Graduate
Did you graduate: (Please check)	Yes No <i>High School</i>	Yes No <i>College/Technical</i>	Yes No <i>Graduate JD</i>

School Name	Course of study	Degree
High School:		

College:		
Graduate School:		
Technical/Vocational:		
Other:		
Other:		

List any other courses, seminars, workshops, or training you have that may provide you with skills related to this position:

List any current licenses, registrations, or certificates you possess which may be related to this position:

Employment Experience

List present or most recent employer first. Please note “see resume” is not an acceptable response for any entries on this application. Resumes will only be considered in addition to, but not in lieu of, this application.

Company	Name of last supervisor	Hrs./Week
Address	Start Date	
City, State, Zip	End Date	
Phone Number	Last job title	
Reason for leaving (be specific): 		
Describe your work in this job: 		
May we contact this employer? Yes No		

Company	Name of last supervisor	Hrs./Week
Address	Start Date	

City, State, Zip	End Date
Phone Number	Last job title
Reason for leaving (be specific):	
Describe your work in this job:	
May we contact this employer? Yes No	

Company	Name of last supervisor	Hrs./Week
Address	Start Date	
City, State, Zip	End Date	
Phone Number	Last job title	
Reason for leaving (be specific):		

Describe your work in this job:
May we contact this employer? Yes No

Company	Name of last supervisor	Hrs./Week
Address	Start Date	
City, State, Zip	End Date	
Phone Number	Last job title	
Reason for leaving (be specific):		
Describe your work in this job:		
May we contact this employer? Yes No		

Unpaid Experience

Describe any unpaid or volunteer experience relevant to the position for which you are applying (you may exclude, if you wish, information which would reveal race, sex, religion, age, disability, or other protected status).

Military Experience

Did you serve in the U.S. Armed Forces? Yes No
Describe your duties:
Do you wish to apply for Veterans' Preference points: Yes No
If you answered "yes," you must complete the enclosed application for Veterans' Preference points, and submit the application and required documentation to the City of Hoyt Lakes by the application deadline of the position for which you are applying.

Authorization

I certify that all information I have provided in this application for employment is true and complete to the best of my knowledge. Any misrepresentation or omission of any fact in my application, resume or any other materials, or during any interviews, can be justification for refusal of employment, or if employed, will be grounds for dismissal, regardless of length of employment or when the misrepresentation or omission is discovered.

I acknowledge that I have received a copy of the job description summary for the position/s for which I am applying. I further acknowledge my understanding that employment with the City of Hoyt Lakes is "at will," and that employment may be terminated by either the City of Hoyt Lakes or me at any time, with or without notice.

With my signature below, I am providing the City of Hoyt Lakes authorization to verify all information I provided within this application packet, including contacting current or previous employers, references, and conducting background investigation. However, I understand that if, in the Employment Experience section I have answered "No" to the question, "May we contact this employer?", contact with that employer will not be made without my specific authorization.

I have read the included Applicant Data Practices Advisory, and I further understand that criminal history checks may be conducted and that a conviction of a crime related to this position may result in my being rejected for this job opening. I also understand it is my responsibility to notify the City of Hoyt Lakes in writing of any changes to information reported in this application for employment.

Signature

Date

Driving Record Release of Information

Name:	(Last)	(First)	(MI)
Maiden, Alias, or Former Names			
Date of Birth		Sex	
Diver's License Number and State of Issue			

I, _____ (Full Name: *first, middle, last*), am the person named in an application for employment with the City of Hoyt Lakes.

I realize I am not legally required to sign this form, but if I do not, the City of Hoyt Lakes will not be able to determine whether my driving record or conviction record, if any, is a job-related consideration. I understand that if I am rejected as a candidate for the position cited above on the basis of a criminal conviction, I will be notified in writing and will be given any rights to processing of complaints or grievances afforded by *Minnesota Statutes*, Chapter 364. I understand that information prepared by the East Range Police Department or other agent acting on the City's behalf is private data; that is, it may be released only pursuant to the statutory provisions of *Minnesota Statutes*, Chapter 13.

I hereby authorize the East Range Police Department or any agent acting on its behalf to inspect and gather information retained by local, county, state, and federal agencies as necessary to determine whether any convictions of a crime or moving traffic violations, for which a jail sentence or more than 90 days could have been imposed, directly related to the position of employment sought by me.

I specifically authorize the East Range Police Department to disclose all criminal history and driving record information to the City of Hoyt Lakes for the purpose of determining my suitability for employment with the City. Moreover, I hereby release the City of Hoyt Lakes, the East Range Police Department, its agents, and any agency named above from any and all liability.

The duration of this authorization shall be for a period no longer than one year from the date of my signature although I understand this authorization can be revoked by me if I indicate such intent in writing. Criminal history background checks will not be conducted on applicants, except for Police and Fire applicants, unless and until the applicant is selected for an interview.

Applicant's Signature _____ Date _____

Veterans' Preference

COMPLETE THIS FORM ONLY IF YOU ARE CLAIMING VETERANS' PREFERENCE

NOTE: VETERANS' PREFERENCE POINTS CANNOT BE CONSIDERED WITHOUT SUPPORTING DOCUMENTATION. ATTACH COPY OF "MEMBER COPY 4" VETERAN'S DD214, OR OTHER DOCUMENTATION VERIFYING SERVICE. DOCUMENTATION MUST BE RECEIVED BY THE APPLICATION DEADLINE OF THE POSTING IN ORDER TO BE CONSIDERED. (VETERAN IS DEFINED BY MINN. STAT. § 197.447)

You must submit a PHOTOCOPY of your "Member Copy 4" of your DD214 or other documentation verifying service to substantiate the services information requested on the form. Claims not accompanied by proper documentation will not be processed. For assistance in obtaining a copy of your "member Copy 4" of your DD214, or other documentation verifying service, contact your County Veterans' Service Office.

The City of _____ operates under a point preference system, which awards points to qualified veterans to supplement their application. Ten (10) points are granted to non-disabled veterans on open competitive examinations; Fifteen (15) points are awarded if the veteran has a service connected compensable disability as certified by the U.S. Department of Veterans Affairs (USDVA).

To qualify for preference for a **competitive exam**, you must have earned a passing score and been separated under honorable conditions from any branch of the armed forces of the United States after having served on active duty for 181 consecutive days, **or** by reason of disability incurred while serving on active duty, **or** after having served

the full period called **or** ordered for federal, active duty **and** be a United States citizen or resident alien. Veteran's preference may be used by the surviving spouse of a deceased veteran, who died on active duty or as a result of active duty, and by the spouse of a disabled veteran who is unable to qualify because of the disability.

To qualify for preference on a **promotional exam**, a veteran must have earned a passing exam score and received a USDVA active duty service connected disability rating of 50% or more. For a promotional exam, a qualified disabled veteran is entitled to be granted five (5) points. Disabled veterans eligible for such preference may use the five points preference only for the first promotion after securing employment with the City of _____.

Claims must be made on the form below and submitted with your application by the application deadline of the position for which you are applying. If the "Member Copy 4" DD214, or other documentation verifying service, is submitted to our office separate from this sheet, please attach a note with it indicating the position for which you are applying and your present address.

Name (Last) (First) (MI)	Position For Which You Applied	
Address (Street) (City) (State) (Zip)	Closing Date:	
	Phone Number	Are you a US Citizen or Resident Alien? YES NO

VETERAN (10 points):

("Member Copy 4" of DD214 or DD215, or other documentation verifying service, must be submitted to receive points)
Honorable discharged veteran Yes No

DISABLED VETERAN (15 points):

("Member Copy 4" of DD214, or other documentation verifying service, and USDVA letter of disability rating decision of 10% or more must be submitted to receive points)

Percent of Disability: _____%

Have you ever been promoted within the City of _____ employment? Yes No

SPOUSE OF DECEASED VETERAN (10 points or 15 if the veteran was disabled at time of death):

("Member Copy 4" of DD214 or DD215, or other documentation verifying service, photocopy of marriage certificate, spouse's death certificate and proof veteran died on or as a result of active duty must be submitted to receive points. You are ineligible to receive points if you have remarried or were divorced from the veteran).

Date of Death: _____ Have you remarried? Yes No

SPOUSE OF DISABLED VETERAN (15 points):

("Member Copy 4" of DD214 or DD215, or other documentation verifying service, and USDVA letter of disability rating decision of 10% or more must be submitted to receive points).

How does Veteran's disability prevent performance of a stated job "requirement?" Due to the veteran's service-connected disability the veteran is unable to qualify for this position because (be specific):

AFFIDAVIT: I hereby claim Veterans' Preference points for this examination and swear/affirm that the information given is true, complete and correct to the best of my knowledge. I hereby acknowledge that I am responsible to obtain the required Veterans' Preference verification documents and submit them to the City of _____ by the required application deadline.

Signature _____

Date _____

Information Regarding Claiming Veterans' Preference

Preference points are awarded to qualified veterans as defined by Minn. Stat. § 197.477, and to certain spouses of deceased or disabled veterans subject to the provision of Minn. Stat. §§ 197.447 and 197.455.

The veteran must:

- a) be a U.S. citizen or resident alien;
- b) have received a discharge under honorable conditions from any branch of the U.S. Armed Forces; AND have either:
 - i. served on active duty for at least 181 consecutive days, or
 - ii. have been discharged by reason of service-connected disability, or
 - iii. have completed the minimum active-duty requirement of federal law, as defined by CFR title 38, section 3.12a, i.e., having fulfilled the full period for which a person was called or ordered to active duty by the United States President, or
 - iv. certified service and verification of "veteran status" granted under U.S. PL 95-202.

The information provided will be used to determine your eligibility for veterans' preference points. You are required to supply the following information:

- 1) Attach a copy of the "Member Copy 4" of your DD214 or DD215, or other documentation verifying service. This copy must state the nature of discharge; i.e., honorable, general, medical, under honorable conditions.
- 2) Disabled veterans must also supply a Military/United States Department of Veterans' Affairs Rating Decision that supports/verifies the fact that the injury was incurred while on, or as a result of, active-duty service. Disability incurred while on, or as a result of, active duty for training purposes does not qualify for disabled veteran preference per Minn. Stat. §§ 197.455 and 197.447.
- 3) A spouse of a deceased veteran, applying for preference points must supply their marriage certificate, the veteran's "Member Copy 4" DD214 or DD215, or other documentation verifying service, USDVA verification that veteran died on or as a result of active duty, a death certificate, verification of their marriage at the time of veteran's death, and that the spouse has not remarried.

Thank you for your military service and for your interest in employment with the City of Hoyt Lakes. Please contact our office at 218-225-2344 or your local County Veterans' Service Office, if you have any questions regarding veterans' preference.

Applicant Data Practices Advisory

According to Minn. Stat. § 13.04, the City must advise you of the following.

Purpose and intended use of the data:

The city collects this information for purposes of selecting a candidate for hire. Your data will be used to determine eligibility and qualifications for the position, select candidates to interview, and select finalists for the position. For public safety positions or in the event you are selected for hire, your data will be used to perform a criminal background check, including using the BCA's website.

Whether you may refuse or are legally required to supply this data:

Application for employment as well as supplying any data in application for employment is voluntary.

Consequences arising from supplying or refusing to supply this data:

We take pride in hiring the best candidates, but we can't do this without a complete application. Filling out the application is voluntary, and the more complete the application, the better your chances of conveying to the city you are the best candidate for the job. Except for explicitly optional requested information, refusal to provide a complete application may result in immediate disqualification from consideration for a position.

GENERAL INFORMATION ON THE MINNESOTA GOVERNMENT DATA PRACTICES ACT FOR APPLICANTS, EMPLOYEES, AND VOLUNTEERS.

The Minnesota Government Data Practices Act (Minn. Stat. §§ 13.01 – 13.90) includes two sections affecting applicants seeking employment with the City of Hoyt Lakes. First, under "Rights of Subjects of Data" (Minn. Stat. § 13.04), when an applicant is asked to provide information about him/herself, the City must advise you of:

- The purpose and intended use of the data;
- Whether you may refuse or are legally required to supply the requested data;
- Any known consequences arising from your supplying or refusing to supply the data; and
- The identity of other persons or organizations authorized by State or Federal law to receive the data you provide.

Second under "Personnel Data" (Minn. Stat. §13.43) the following data on you as an applicant for employment by a public agency is automatically public:

- Your veteran's status;
- Your job history;
- Your education and training;
- Your relevant test scores;
- Your rank on our eligibility list; and
- Work availability.

As an applicant, your name is considered private until you are certified as eligible for appointment to a position or are considered by the appointing authority to be a finalist for a position in public employment.

If you are hired, the following additional data about you will be considered public information:

- Your name;
- Your employee identification number (which is not your Social Security number);
- Your actual gross salary, contract fees, salary range, and actual gross pension;
- The value and nature of employer paid benefits;
- The basis for and the amount of any added remuneration, including expense reimbursement, in addition to your salary;
- Your job title, bargaining unit (if applicable) and job description;
- The dates of your first and last employment with us;
- The status of any written complaints or charges against you while you work for the City of Hoyt Lakes, regardless whether or not they have resulted in disciplinary action, the final disposition of

- any disciplinary action and supporting documentation;
- You work location and work telephone number;
- Your education and training background;
- Work-related continuing education;
- Honors and awards you have received;
- Payroll timesheets or other comparable data that are only used to account for your work time for payroll purposes: except to the extent that release of time sheet data would reveal employee's reasons for the use of sick or other medical leave or other non-public data;
- Your previous work experience.
- The "complete" terms of any settlement agreement (including buyout agreements) except that the agreement must include the specific reasons if it involves the payment of more than \$10,000 of public money; and
- Your badge number. This data is private if the candidate is applying for or is hired for an undercover law enforcement position.

All data concerning you which is placed in your personnel file and which is not addressed in statute as public data (see above listing) is private data. This private data will be available to you and those members of city staff needing it to process city records. In addition, the following persons or organization are authorized by state and federal law to receive this data if they so request in certain circumstances:

- The Bureau of Census;
- Federal, State and County Auditors;
- The State Department of Public Welfare;
- The Department of Human Rights;
- Federal Officials investigating compliance of Affirmative Action and Equal Employment Opportunities;
- Labor organizations and the Bureau of Mediation Services;
- Data may also be made available through court order.

NOTICE REGARDING SOCIAL SECURITY NUMBER: This information will be used for payroll taxes, insurance purposes, and retained in the employee's data record.

NOTICE TO MINORS: Minors from whom private data or confidential data is collected have the right to request that parental access to the private data be denied.

If you have any questions regarding your rights as a subject of data, please contact the City of Hoyt Lakes Clerk's Office at 206 Kennedy Memorial Drive, Hoyt Lakes, MN 55750. **This information is subject to change consistent with subsequent amendments to the Minnesota Government Data Practices Act.**

NOTICE REGARDING REQUEST FOR MARRIAGE CERTIFICATE FOR VETERANS' PREFERENCE DOCUMENTATION: This information will be used for documentation purposes for verifying marital status for requesting applicable spousal Veterans' Preference credits.

City of Hoyt Lakes
ADA Physical and Environmental Job Factors

Department: Library Department

Job Descriptions: Library Director, Library Technician, Library Clerk

Physical Requirements Check-Off Form

How much daily/weekly on-the-job time is spent on the following?

		Up to		Over
	None	1/3	2/3	2/3
Stand	☐	☐	☒	☐
Walk	☐	☐	☒	☐
Sit	☐	☐	☒	☐
Use hands to finger, handle, or feel	☐	☐	☐	☒
Reach with hands and arms	☐	☐	☒	☐
Climb or balance	☐	☒	☐	☐
Stoop, kneel, crouch, or crawl	☐	☒	☐	☐
Talk or hear	☐	☐	☐	☒
Taste or smell	☒	☐	☐	☐

Does this job require weight be lifted or force be exerted? If so, how much and how often?

	Amount of Time			
		Up to		Over
	None	1/3	2/3	2/3
Up to 10 pounds	☐	☐	☒	☐
Up to 25 pounds	☐	☒	☐	☐
Up to 50 pounds	☐	☒	☐	☐
Up to 100 pounds	☒	☐	☐	☐
More than 100 pounds	☒	☐	☐	☐

Does this job have any special vision requirements?

☒	Close vision (clear vision at 20 inches or less)
☒	Distance vision (clear vision at 20 feet or more)
☒	Color vision (ability to identify and distinguish colors)
☒	Peripheral vision (ability to observe an area that can be seen up and down or to the left and right while eyes are fixed on a given point)

☒	Depth perception (three-dimensional vision, ability to judge distances and spatial relationships)
☒	Ability to adjust focus (ability to adjust the eye to bring an object into sharp focus)
☐	Night vision (clear vision during dusk, dawn, and nighttime hours)
☐	No special vision requirements

Specify the essential job duties that require the physical demands indicated above.

Library services, administration, personnel management, customer service, document management.

Pushing, pulling, moving furniture and tables weekly.

Other factors that are applicable may be added as appropriate.

City of Hoyt Lakes

ADA Physical and Environmental Job Factors

Department: Library Department

Job Descriptions: Library Director, Library Technician, Library Clerk

Work Environment Check-Off Form

How much daily/weekly exposure to the following environment conditions does this job require?

	Amount of Time			
	None	Up to		Over
		1/3	2/3	2/3
Work alone	☐	☒	☐	☐
Work with others	☐	☐	☐	☒
Work around others	☐	☐	☐	☒
Public contact	☐	☐	☐	☒
Extended day	☒	☐	☐	☐
Wet or humid conditions (non-weather)	☒	☐	☐	☐
Work near moving mechanical parts	☒	☐	☐	☐
Work with pressurized equipment	☒	☐	☐	☐
Work in high, precarious places	☒	☐	☐	☐
Toxic or caustic chemicals	☐	☒	☐	☐
Burning material/equipment	☒	☐	☐	☐
Explosive material/equipment	☒	☐	☐	☐
Outdoor weather conditions	☐	☒	☐	☐
Extreme cold (non-weather)	☒	☐	☐	☐
Extreme heat (non-weather)	☒	☐	☐	☐
Risk of electrical shock	☒	☐	☐	☐
Risk of radiation	☒	☐	☐	☐
Fumes/odors	☐	☒	☐	☐
Dirt/dust	☐	☒	☐	☐
Vibration	☒	☐	☐	☐
Small and/or enclosed spaces	☒	☐	☐	☐

How much noise is typical for the work environment of this job?

☐	Very quiet conditions (e.g. forest trail, isolation booth)
☒	Quiet conditions (e.g. library, private office)
☒	Moderate noise (e.g. business office, light traffic)
☐	Loud noise (e.g. metal can manufacturing, large earth-moving equipment)

☐	Very loud noise (e.g. jack hammer work, front row at a rock concert)
--------------------------	--

Specify the essential job duties that require the physical demands indicated above.

Equipment/Job Location – Office setting working with and around others, working with the public. Occasional site visits may be outdoors.

Other factors that are applicable may be added as appropriate.