

Library

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Library

Vision

Multnomah County Library has occupied a unique place in the Portland area for nearly a century. In 1902, the private library begun forty years earlier by a group of Portland citizens became a tax-supported free public library, open to residents of the city. A year later, library services were extended to all residents of Multnomah County.

“The Library” has always been both a physical reality and a philosophical concept. As a building, it is treasured either for its grand architectural style or as the warm and cozy place where someone first learned to read and felt that the staff was helpful friends. As a concept, the library involves the non-prejudicial collection of diverse and controversial views and equitable access to them. As the 21st Century begins, a third dimension has been added – that of the “virtual” library.

What follows is a view of the Multnomah County Library twenty years from now, written as if it were already 2019.

Today, some 90 percent of Multnomah County residents have a library card and use it regularly. Thanks to past planning, a library staff dedicated to public service, and modern information technology, the library has come to be THE information source for more and more people. The library has provided resources for personal success for students, job seekers and others. It is “the people’s university.”

Multnomah County remodeled the Central Library and built a new Midland Library in the middle of the last decade. Renovation of all library branches was completed early in this century. All these projects incorporated the latest in both cabling and wireless technology.

All people have access to information on an equitable basis without being under the control of commercial or political viewpoints. Library marketing reflects a humanistic approach to technology – electronic services are fun as well as useful. The Library has defined which services are considered “basic” and provided totally on a fee-free basis (supported by a general tax base) and which are available for a fee, yet still available on an equitable-pay basis. The diversity of information is still available.

The “virtual” library, now a common concept, has allowed the services of the Library to be available to all without the restrictions of hours of service or the physical limitations of a building. People dial up information from home, work or school computers at their convenience, any time of the day or night. Most repetitive daily business is accomplished by phone or modem (renewals, holds, library card registration). Comments and questions from library users are transmitted and answered by electronic mail. Reference Line has been expanded to allow customers access via telephone, fax and electronic mail. All computer users can choose among text, graphic and voice interfaces. Residents of Multnomah County love their libraries, and continue to find excellent value for their tax dollars there.

Library

Strategic Planning

Work on the 2000-2005 Plan began in January, 1999.

The Library has been operating under the guidance of strategic plans since 1986. The current plan, *Focus on the Future*, was adopted in 1995 and provides a focus on the key issues to be addressed during 1995-1999. The year-long planning effort, conducted in 1994, was a citizen-based collaborative effort between the Library Board, the Library Planning Committee, the Multnomah County Board of County Commissioners, and numerous citizen volunteers.

Goals of the 1995-1999 Plan:

- Open the renovated Central Library with added services and construct the new Midland Regional Library.
- Improve the information technology resources offered by the library.
- Meet the growing, increasingly complex demand for children's and youth service, expanding library programs for children and their families, and paying special attention to the needs of preschoolers.
- Forge more active and creative partnerships with public schools and their libraries, and with academic and research libraries.
- Develop and create partnerships and joint programs for new and more cost-effective uses of technology with other information purveyors.
- Create a more flexible system to deliver library services that expands beyond the traditional branch network to include other ways to be more responsive to the wide-ranging demands of future library users.
- Expand and improve the library's business and career services to support more individuals needing information to find employment, change careers, upgrade or learn new job skills, and explore investment opportunities.
- Maintain solid taxpayer and county government support for the library to assure a strong, stable foundation of adequate public funding for library services.
- Augment public support for the library with new and expanded sources of fees and other nontax revenues, derived from a program of entrepreneurial activities of the library.
- Enrich the library's funding by capturing a higher level of individual, corporate and community contributions to the library and sponsorship of library activities.

Since we are in the fifth year of this plan, substantial progress has been made on achieving these goals. Planning efforts for the next five-year plan (2000-2005) began in January 1999.

Library

Department Services

More hours than ever before, more money for books and other library materials as well as improved libraries – all are highlights of this landmark year.

The Department of Library Services offers the following services:

- Checks books and other library materials out at a Central Library, fourteen branch libraries, and through outreach services. Total circulation will be just over 9 million in 1998-99.
- Assists patrons in finding books and information.
- Selects, acquires, organizes and processes a wide variety of books and other materials on numerous subjects expressing wide-ranging points of view for people of all ages.
- Provides age appropriate materials and services for children and young adults.
- Provides materials and services to those county residents not able to come to county libraries or use conventional materials.

The primary group with advisory or oversight responsibilities for programs of the Department of Libraries is the **Multnomah County Library Board**, as stated in County Ordinance 649. In addition, the Library Board is charged to serve as the CBAC (Citizen Budget Advisory Committee). The Library Board also works through the Library Foundation (a public charity conducting fundraising on behalf of the Library). The Friends of the Library offer advice and support on library matters, as do many members of the general public.

Library

Budget Issues and Highlights

*Library users enjoy
expanded hours
and more books.*

*Preparing children
to read, mentoring
those who care for
children, and en-
couraging school
age children to
continue reading
are areas of focus
in our work with
kids.*

Continuing Our Commitment

When voters approved the five year Local Option Levy in November 1997, they approved hours of service equal to the level they had approved in the May 1996 levy and beyond. Beginning in 1998-99, libraries are open at least 53 hours a week, at least six days a week. All libraries are now open on Sunday afternoons. Hours of service have increased over 60% in the existing branches. The Parkrose Cooperative Library, a partnership between the Parkrose School District and Multnomah County Library, opened in September 1998. A new, mixed-use facility, Fairview-Columbia, is slated to open in eastern Multnomah County in the Fall of 1999.

The 1999-2000 budget is designed to continue to provide this level of service. When the budget was developed for 1998-99, library planners had to speculate about the level of usage that increased hours would bring. Branch renovation projects made this forecasting more difficult: branches would be opening and closing throughout the year, staff levels would rise and fall, usage patterns would be disrupted, and so forth. The 1999-2000 budget has been prepared based on the knowledge and experience gained under these changed conditions. The services provided for in this budget represent the annualization and stabilization of the programs begun during the current year. No new programs are included.

The 1997 Levy also promised the voters that 15% of the operating budget would be spent on library materials. This has resulted in a marked increase in new materials being provided to our library users: 60% more books and 146% more non-print materials were processed in the first four months of 1998-99 than in the first four months of 1997-98. This bounty of new materials and the increased hours of service have resulted in usage increasing over 10%, even with three branches closed during the first half of the fiscal year.

Our Work With Kids

Early Childhood

The Library's work with young children carries on at a high level.

- A large variety of storytimes and literacy programs for children from birth through age six are presented in libraries and child care centers.
- Early Childhood Resources (part of the Youth Outreach program) continues to provide services designed to boost the quality of child care in relation to children's emergent literacy and library usage by providing specialized training and support to child care professionals who care for children in centers and homes.
- A growing number of providers have heard about the service but could not

Library

Budget Issues and Highlights

- be served due to a scarcity of volunteer mentors. With a full time Family Child Care Coordinator, Early Childhood Resources will reduce its dependency on volunteers, and will serve more child care providers.
- The Born to Read program, with grant funding from First Book, provides give-away books for new parents and babies. The program continues its efforts to bring the “importance of reading to your baby” message to pregnant and parenting teens.

Partnering With Schools

A recent Colorado study established the correlation of student progress in reading with the existence of well-managed school library media programs that cooperate with the public library. Therefore, the Library continues working to find the best mix of services to fill students’ information needs and to support the professional educators who work with them.

- School Corps services reach an increasing number of k-12 public and private schools, with special emphasis given to the 25 Portland Public elementary and middle schools targeted by Dr. Canada, Superintendent of Portland Public Schools, for special support. As the numbers of certified school media specialists continues to decline throughout the county, students are not being taught the library, research and media evaluation skills necessary for true information literacy. While we do not replace the certified teaching staff, when School Corps librarians instruct students and faculty on using public library resources, it goes a long way to helping them make the most productive use of the public library’s resources as well their limited research time.
- The Books 2 U recreational reading motivation program is growing as well, with the addition last year of an additional staff member who has expanded the program into after school care programs.

Grant Programs

In addition to small grants from First Book that provide give away books used in our Born to Read and Beginning with Books programs, we are also receiving federal Library Services and Technology Act funds through the Oregon State Library for two projects:

- Juvenile Justice Outreach’s two years of funding comes to an end on August 31, 1999. Due to youths’ increased access to learning and recreational reading materials, and the attention of a highly trained youth librarian who can make personal reading recommendations and engage students in discussions about the books they have read, teachers and group leaders who work with the students indicate that the project has demonstrated excellent results, including positive changes in incarcerated students’ reading motivation. As a consequence, the Library and the Department of Community Justice will pick up funding starting in September, 1999. The library will cover the librarian’s salary, and Juvenile and Adult Community Justice will contribute the remaining amount to continue the program un-

Library

Budget Issues and Highlights

changed from its grant funded status.

- The second federally funded program, LIBROS, Library Outreach in Spanish, starts its second and final grant-funded year, enlarging the scope of its services to include all ages of children and young adults and their families. Culturally relevant library service is delivered in locations that serve or house high numbers of native Spanish speakers, and includes storytimes and activity programs for children and, for adults, talks about the importance of reading and libraries. The program also helps the target population to learn more about the library and its services, and may include field trips to libraries for tours and a chance to learn how to use one's library card. The program has forged many positive connections with agencies that serve the Hispanic Community.

Improved Branch Libraries

In May 1996, Multnomah County voters passed a \$29 million General Obligation Bond measure to improve county library branches. The 1996 bond measure included funding for:

- Repairing all deteriorated branch libraries;
- Upgrading library computer systems; and
- Major renovation and/or construction of four specific branches (Hollywood, Hillsdale, St. Johns and Belmont).

Analysis of functional and physical assessments of each branch library (except the new Midland Branch) led to the following conclusions:

1. That there should be no consolidation of branches; and
2. That all branches except Midland be renovated, repaired, or replaced.
 - Two branches (Hollywood and Hillsdale) will be replaced with larger facilities on new sites and one branch (Woodstock) with a slightly larger facility on its current site;
 - Belmont will be expanded;
 - Eight branches (Albina, Capitol Hill, Gregory Heights, Gresham, Holgate, North Portland, Rockwood, and St. Johns) will be renovated;
 - Options for Sellwood will be researched (either renovation or replacement with a slightly larger facility on its current site); and
 - The second floor of the Library Administration Building will be renovated.

Because of the extent of the work, branches must be closed during the construction. In budgeting, we have assumed no temporary replacement libraries when branches are closed for renovation. Projects are phased so that nearby library service will continue to be available when a branch library is closed.

Library

Budget Issues and Highlights

Significant money is budgeted for improvements in technology at all new and renovated branches.

During 1998-99, the following branch renovation projects were completed:

- Albina
- Capitol Hill
- Gregory Heights
- Gresham

Three branch projects are scheduled for completion in 1999-00:

North Portland, Rockwood, and Woodstock.

These projects are scheduled for completion in 1999-2000:

- North Portland
- Rockwood
- Woodstock

In addition, these branches will close for renovation during 1999-2000, but not re-open until 2000-2001:

- Belmont
- Holgate
- Sellwood
- St. Johns

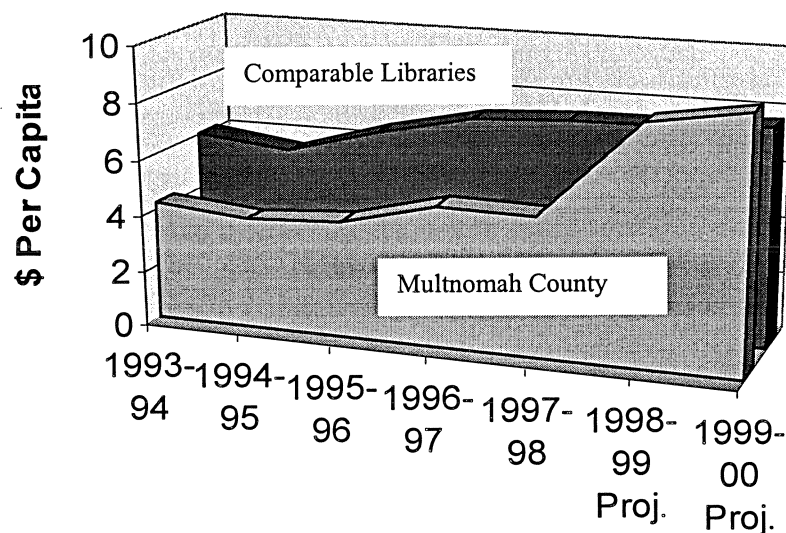
Library

Department Performance Trends

The following graphs show aspects of the effectiveness of the Multnomah County Library.

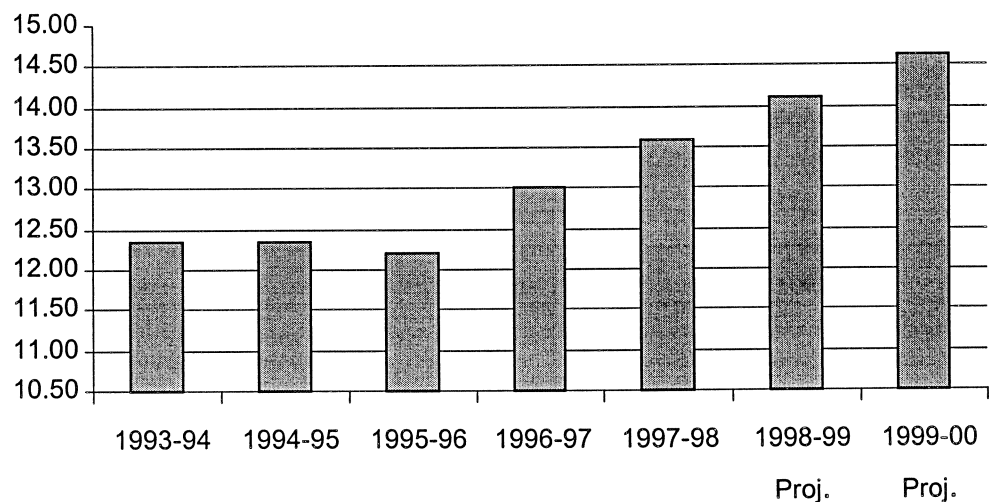
A hallmark of excellent libraries is the amount they spend annually on materials. Increased circulation makes such spending even more imperative, given the demands on the collection. Our materials expenditure per capita is now above the average for ten comparable libraries, meeting a long-standing goal to bring the materials expenditure up to the industry standard of 15% of the total operating budget

Materials Spending Per Capita



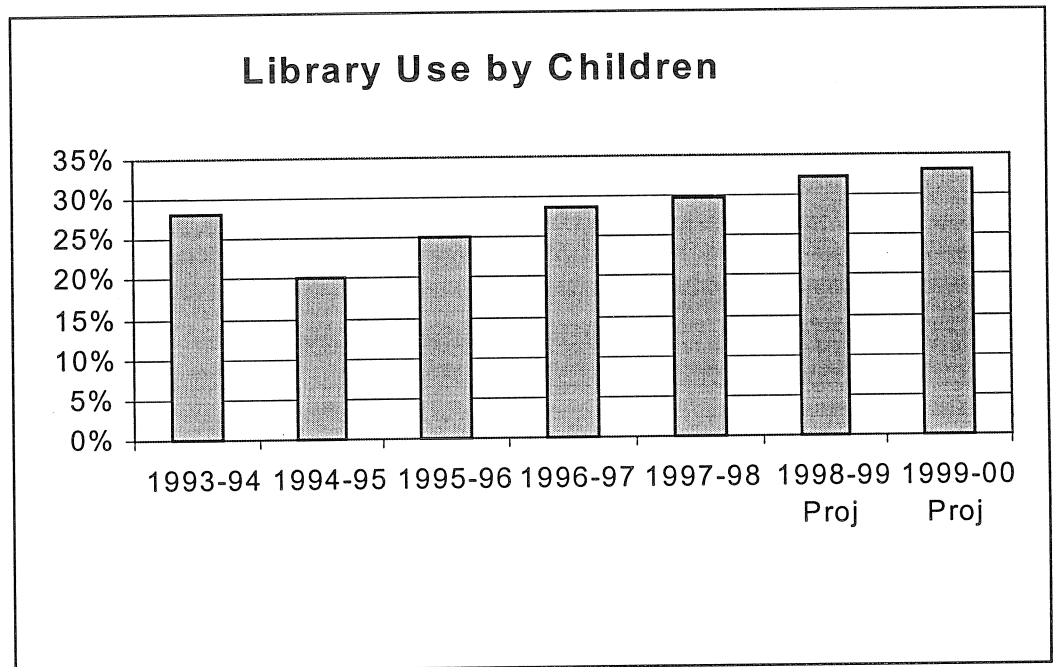
This performance trend divides the total circulation by the County's population, resulting in a per capita number of items checked out. The upward trend is important because it allows us to compare our system with that of other library systems across the country. The average circulation per capita for our ten comparable libraries is 9.07; at 14.63, the Multnomah County Library collection enjoys much heavier than average use.

Circulation per Capita

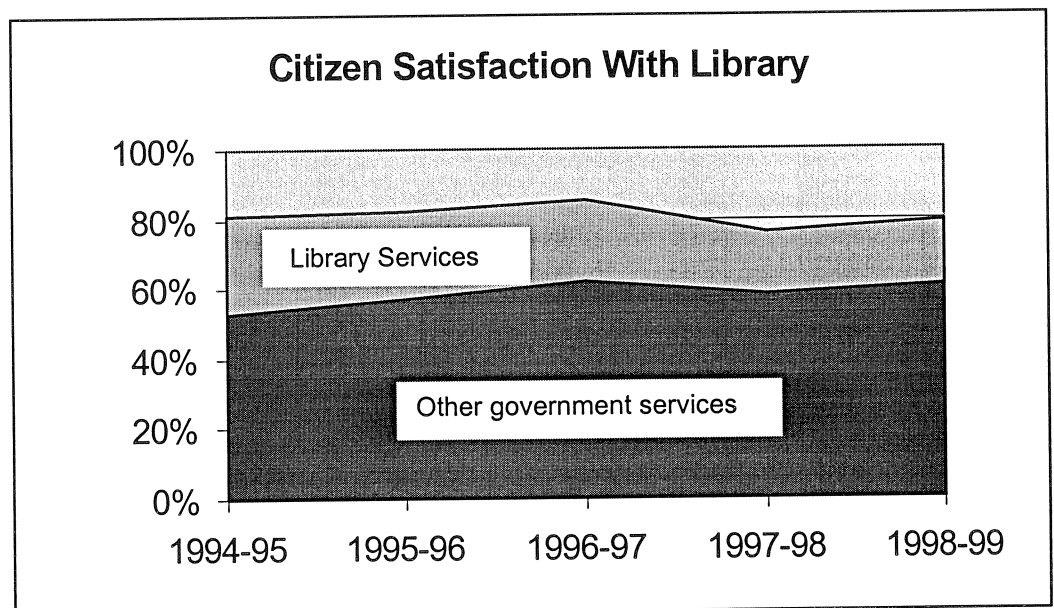


Library

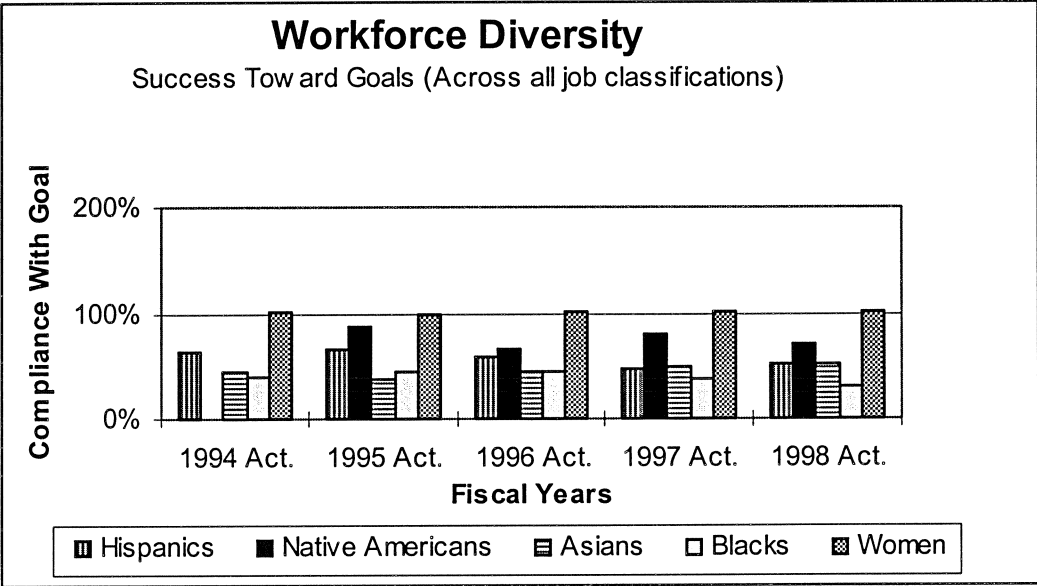
This graph shows the percentage of the total county population aged 0-17 who use their library cards. During 1998-99, expanded hours, a campaign to issue kindergartners their first library cards, increased youth programming, and continuing outreach activities should boost the number of youths using their library cards. We expect this number to hold steady for 1999-00



The annual City / County Auditors' survey of citizen satisfaction with government services asks about the Library. This trend compares the scores of the Library with other local government services, and counts the percent of respondents who say they are "satisfied" or "very satisfied". This trend indicates whether or not we are maintaining or increasing the historically high level of satisfaction with public library services



Actual hires meet or exceed Affirmative Actions goals for Women. Strategic plans are in place to improve statistics for Hispanics, Asians, Blacks, and Native Americans.



Library

How the Department Delivers its Services

The Library is continuing its strong focus on delivering excellent service to the residents of Multnomah County. Highlights include:

- The OQA self-assessment process, as steered by the Library's Results Council, showed improvement in all the OQA categories, as most of the 1996 improvement opportunities have received major attention. A 1999-00 action plan for improvement will focus on linking individual and team performance and learning plans with the new library plan (under development during 1999).
- The Library RESULTS Council steered the self-assessment process, launched its SMART grant program, presented four process improvement projects to the Board of County Commissioners and the Library Board, provided RESULTS mentoring to 113 new library employees, and published eight articles about RESULTS in the staff newsletter, the REGISTER.
- Library leaders have been very focused on financial survival, the public relationship, and facility improvement. Partnering, collaborating and leveraging have been strategic hallmarks of that focus. This has paid off in public support for a tax levy, technology and renovation funding, and Foundation support and success. Multnomah County Library is a recognized industry leader across the nation.
- Our improved financial climate is enabling continuing improvement, both externally and internally. Training and staff development are being supported at an increased level, and the leadership system is being broadened and strengthened. Leaders are being more explicit in describing the vision and helping everyone understand their role in this changing organization.
- Managing technological and organizational change well is the greatest challenge ahead. This will require "leaders from every position", systems that allow nimble responses to customer and service needs, and a trained, confident and diversely talented workforce that is focused on continually creating the great library that the public wants and deserves.

Library

Budget for FY 2000

The Library's 1999-00 budget is \$40,878,721, approximately a five percent increase from 1998-99. The increase largely results from two years of wage increases and the County's contribution to the Public Employee' Retirement System (PERS). The Library continues to provide the services included in the five year local option levy passed by the voters in 1997.

Budget Trends	1997-98		1998-99	1998-99	1999-00	Difference
	1997-98		Current	Adopted	Adopted	
	Actual		Estimate	Budget	Budget	
Staffing FTE	319.07		454.91	454.91	461.09	6.18
Personal Services	\$14,376,095		\$18,524,346	\$19,837,891	\$20,648,691	\$810,800
Contractual Services	\$775,285		\$1,144,409	\$1,162,350	\$1,479,093	\$316,743
Materials & Supplies	\$8,510,727		\$12,768,485	\$16,530,536	\$19,166,418	\$2,635,882
Capital Outlay	<u>\$566,235</u>		<u>\$406,950</u>	<u>\$1,565,800</u>	<u>\$623,000</u>	<u>(\$942,800)</u>
Total Costs	\$24,228,342		\$32,844,190	\$39,096,577	\$41,917,202	\$2,820,625
Program Revenues	\$ 18,587,423	\$	21,961,836	\$ 23,338,059	\$ 28,623,224	\$ 5,285,165

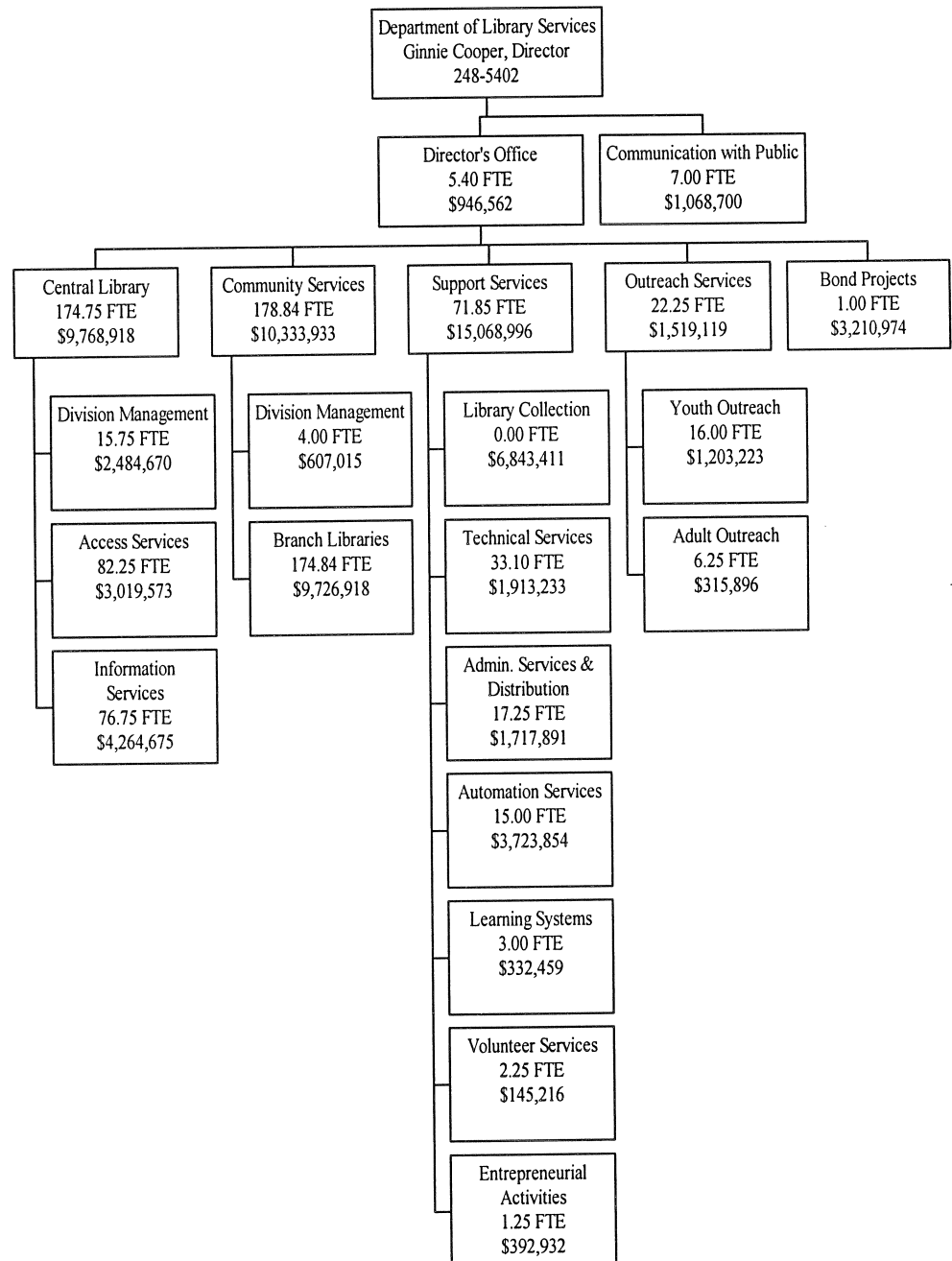
Costs by Division	1997-98		1998-99	1998-99	1999-00	Difference
	1997-98		Current	Adopted	Adopted	
	Actual		Estimate	Budget	Budget	
Director's Office	\$1,224,118		\$1,686,962	\$1,914,280	\$2,015,262	\$100,982
Central Library	\$6,690,854		\$9,099,102	\$9,242,352	\$9,768,918	\$526,566
Community Services	\$6,500,820		\$8,055,961	\$9,545,363	\$10,333,933	\$788,570
Support Services	\$8,676,114		\$12,510,188	\$13,818,870	\$15,068,996	\$1,250,126
Outreach Services	\$987,209		\$1,390,042	\$1,261,465	\$1,519,119	\$257,654
Bond Projects	<u>\$149,227</u>		<u>\$101,935</u>	<u>\$3,314,247</u>	<u>\$3,210,974</u>	<u>(\$103,273)</u>
Total Costs	\$24,228,342		\$32,844,190	\$39,096,577	\$41,917,202	\$2,820,625

Staffing by Division	1997-98		1998-99	1998-99	1999-00	Difference
	1997-98		Current	Adopted	Adopted	
	Actual		Estimate	Budget	Budget	
Director's Office	9.17		14.90	14.90	12.40	(2.50)
Central Library	122.13		170.51	170.51	174.75	4.24
Community Services	111.16		173.40	173.40	178.84	5.44
Support Services	58.40		73.60	73.60	71.85	(1.75)
Outreach Services	16.41		20.50	20.50	22.25	1.75
Bond Projects	<u>1.80</u>		<u>2.00</u>	<u>2.00</u>	<u>1.00</u>	<u>(1.00)</u>
Total Staffing FTE's	319.07		454.91	454.91	461.09	6.18

Library

Department Organization

The Department of Library Services delivers its services through six divisions and 14 programs. Below is an organization chart:



Director's Office

The Director's office provides leadership and direction through working with the Board of County Commissioners, the Library Board and citizens to ensure that library services are meeting the library needs of Multnomah County residents and that adequate funding is secured to finance these services. The Director's office represents Multnomah County Library at local, regional, state, and national levels.

Fiscal year 1998-99 has been marked by the expansion in services made possible by the successful voter approved levy passed in November 1997. Renovation or replacement of all branch libraries continues. Staff development and learning systems efforts continue as a focus of activity. Redesigning the Library's management structure in order to implement the transformational goals of the RESULTS effort is another major administrative activity.

Action Plans:

- Provide library services in response to voter-approved funding increase.
- Continue bond project related to branch renovations, new branch buildings and technology upgrades throughout the system.
- Continue community partnerships at Corbett and Parkrose and expand library services to East County and Northwest Portland.
- Work with the public and with community groups to design expanded programming for adults and children.
- Work with the Library Board and other library advocates to complete the next iteration of the Library's five year strategic plan.

The Library's five year strategic plan will be updated this year.

Director's Office	1997-98	1998-99	1998-99	1999-00	
Budget Trends	1997-98	Current	Adopted	Adopted	
	Actual	Estimate	Budget	Budget	Difference
Staffing FTE	9.17	14.90	14.90	12.40	(2.50)
Personal Services	\$634,519	\$821,121	\$963,158	\$817,313	(\$145,845)
Contractual Services	\$147,526	\$401,300	\$431,300	\$423,850	(\$7,450)
Materials & Supplies	\$442,073	\$464,541	\$519,822	\$774,099	\$254,277
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Costs	\$1,224,118	\$1,686,962	\$1,914,280	\$2,015,262	\$100,982
Program Revenues	\$906,873	\$1,080,506	\$1,013,779	\$1,328,161	\$314,382

Library

Director's Office

Administration

Library Administration provides leadership and policy direction for the library system, including coordination of the strategic planning process and oversight of funding efforts. .

FY 1999: 9.40 FTE

FY 2000: 5.40 FTE

Communication with the Public

Library Communication With the Public helps Multnomah County residents use their library effectively by providing information about library hours, locations, services, programs, and special events. Library Communications provides up-to-date information; coordinates the Library's web site; produces publications such as THE REGISTER, INFOLINE and THE BOOKMARK; publishes booklists, bookmarks, pathfinders, and informational brochures; organizes special events and programs; and works with the Friends of the Library to promote citizen participation and support for the library.

FY 1999: 5.50 FTE

FY 2000: 7.00 FTE

Costs by Program	1997-98	1998-99	1999-00	Difference
	Actual	Adopted	Adopted	
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	
Director's Office	\$637,467	\$1,226,423	\$946,562	(\$279,861)
Communication with Public	<u>\$586,651</u>	<u>\$687,857</u>	<u>\$1,068,700</u>	<u>\$380,843</u>
Total Costs	\$1,224,118	\$1,914,280	\$2,015,262	\$100,982

Library

Director's Office

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Transfer 1.0 Senior Library Manager to Learning Systems	<i>Administration</i>	(1.00)	(\$101,655)	
Eliminate Program Development Specialist "placeholder" positions	<i>Administration</i>	(3.00)	(\$151,059)	
Partial Senior Office Assistant added to assist with additional programming	<i>Communication With Public</i>	0.50	\$20,058	
Add Program Development Specialist for coordination of additional programming	<i>Communication With Public</i>	1.00	\$55,298	
Reclass Graphic Designer to Production/Graphic Designer -	<i>Communication With Public</i>	0.00	\$0	
Library Foundation funded programs: PGE/Enron grant programs, adult programs at Central Library, Summer Reading program, Trios and Quartets at Central	<i>Communication With Public</i>		\$177,358	\$177,358
Increase special programs for additional programming for children and adults (includes Arts in Libraries and other programs)	<i>Communication With Public</i>		\$64,955	
Corresponding increases in postage & supplies -	<i>Communication With Public</i>		33,200	
Increased property tax receipts – entire division	<i>Director's Ofc.</i>			\$114,746

Key Result Measure	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 99 Estimate	FY 00 Estimate
Library patron comment forms received/answered	<i>Communication with the Public</i>	New	New	820/510	850/550	850/550
Newspaper inches per news release/press contact	<i>Communication with the Public</i>	21.73	35	34.6	30	32
% of print shop/PR customers who rate service quality as satisfactory or better	<i>Communication with the Public</i>	98.86%	98%	100%	95%	95%

Central Library

Library staff continues to work toward seamless integration of burgeoning technological information resources with more traditional print materials

Central Library is an information, reference, resource, and referral center for the residents of Multnomah County. Central staff circulates library materials; selects and maintains a unique and valuable materials collection; answers questions and provides assistance in using library resources; provides educational and recreational programs and exhibits; sorts and packs books and mail for library systemwide delivery, provides notification of overdues and reserves; provides telephone renewal and interlibrary loan services; provides reference service by phone and internet, and backs up branch library reference staff.

Hours of operation at Central Library increased to 70 per week in July 1998. Hiring and training new staff for this increase has been a high priority. Library staff continues to work toward seamless integration of burgeoning technological information resources with more traditional print materials and is increasingly concerned with helping the public navigate a complex information environment. Central continues to evolve its management structure using RESULTS and "learning organization" principles to achieve greater self-management by work teams and better cross-functional integration.

Action Plans:

- By September 1999, implement a new performance planning and appraisal system helping all library staff understand how their performance connects with overall division, department and County goals.
- By December 1999, improve the library's new Information Dispatch service to provide reference service via the World Wide Web.
- By December 1999, implement a variety of adaptive devices to make the library's electronic resources more accessible to users with visual, hearing and mobility disabilities.
- By June 2000, involve 50% of library reference staff in public trainings and learning tools on library electronic resources.

Central Library		1998-99	1998-99	1999-00	
Budget Trends	1997-98	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	122.13	170.51	170.51	174.75	4.24
Personal Services	\$5,293,424	\$7,047,123	\$7,120,616	\$7,415,392	\$294,776
Contractual Services	\$44,394	\$46,475	\$42,130	\$49,350	\$7,220
Materials & Supplies	\$1,353,036	\$2,005,504	\$2,079,606	\$2,304,176	\$224,570
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Costs	\$6,690,854	\$9,099,102	\$9,242,352	\$9,768,918	\$526,566
Program Revenues	\$5,008,330	\$5,933,454	\$5,008,286	\$6,198,931	\$1,190,645

Division Management	<p>Central Library Division Management plans and provides daily public service at the Central Library. The structure of Central Library Division Management is undergoing an evolutionary process as we strive to implement RESULTS principles and operate as a Learning Organization.</p> <p>FY 1999: 15.50 FTE FY 2000: 15.75 FTE</p>
Access Services	<p>Access Services provides physical access to Central Library's circulating materials collections and circulates Central Library books and other library materials. Access Services registers library users for borrowers' cards, checks out, checks in, retrieves, and shelves library materials; collects fines for overdue library materials; provides telephone renewal service for all library users; and sorts and packs books and mail for systemwide delivery. .</p> <p>FY 1999: 78.40 FTE FY 2000: 82.25 FTE</p>
Information Services	<p>Information Services provides timely and accurate information to the users of Central Library. Information Services answers questions and assists the public in using an extensive collection of print, non-print and electronic resources. Central reference staff also provide library users access to information resources not available locally through interlibrary loan service, and provide systemwide reference service by telephone and via the World Wide Web.</p> <p>FY 1999: 76.61 FTE FY 2000: 76.75 FTE</p>

Costs by Program	1997-98	1998-99	1999-00	
	Actual	Adopted Budget	Adopted Budget	Difference
Division Management	\$1,422,167	\$2,387,268	\$2,484,670	\$97,402
Central Access Services	\$1,850,558	\$2,745,599	\$3,019,573	\$273,974
Central Information Services	<u>\$3,418,129</u>	<u>\$4,109,485</u>	<u>\$4,264,675</u>	<u>\$155,190</u>
Total Costs	\$6,690,854	\$9,242,352	\$9,768,918	\$526,566

Library

Central Library

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Add Library Clerk to Division Management	<i>Div. Mgmt</i>	1.00	\$30,821	
Add partial Library Assistant to Division Management	<i>Div. Mgmt</i>	0.25	\$11,597	
Cut Operations Supervisor	<i>Div. Mgmt</i>	(1.00)	(\$43,641)	
Reclass 5.0 Library Supervisor/Central to 5.0 Team Developer positions	<i>Div. Mgmt</i>	0.00	\$16,000	
Increase in Facilities & Property Management costs	<i>Div. Mgmt</i>		\$27,306	
Transfer Stack Services Supervisor from Mailroom	<i>Access Svcs</i>	0.10	\$14,000	
Transfer Mail Clerks from Mailroom	<i>Access Svcs</i>	2.00	\$60,452	
Transfer Library Page from Mailroom	<i>Access Svcs</i>	1.00	\$30,000	
Add partial Library Assistant to Telephone Renewal	<i>Access Svcs</i>	0.75	\$24,225	
Consolidate department postage budget into Access Svc	<i>Access Svcs</i>		\$105,000	
Increase in local travel and mileage from bus pass program	<i>Access Svcs</i>		\$26,077	
Increase estimate of reciprocal borrowing reimbursement	<i>Info Svcs</i>			\$55,000
Add Library Clerk to Children's and Popular Library	<i>Info. Svcs.</i>	0.50	\$11,000	
Net reduction of Library Assistants	<i>Info. Svcs.</i>	(0.75)	(\$32,000)	
Split additional Librarian 1 between Science & Business and Periodicals	<i>Info. Svcs.</i>	1.00	\$54,720	
Net reduction of Librarian 2	<i>Info. Svcs.</i>	(0.61)	(\$62,994)	
Increase in local travel and mileage from bus pass program	<i>Info. Svcs.</i>		\$29,770	
Increased property tax receipts – entire division	<i>Central</i>			\$1,139,689

Key Result Measures	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 99 Estimate	FY 00 Estimate
Cost per item checked out	<i>Access Services</i>	1.04	1.11	1.04	1.16	.90
Items checked out per hour open	<i>Access Services</i>	367	449	685	362	520
Turnover Rate	<i>Access Services</i>	1.6	1.68	1.5	1.61	1.7
Central Library Avg. visitors per day	<i>Access Services</i>	New	3829	2942	3200	3200
Value of Lost materials recovered	<i>Access Services</i>	New	New	\$100,000	\$400,000	\$150,000
Telephone renewals per capita***	<i>Access Services</i>	2.67	3.42	3.4	3.5	1.68
Cost per telephone renewal	<i>Access Services</i>	\$0.09	\$0.07	\$0.06	\$0.08	\$0.09
Percent of browsers who find something to check out in Children's / Popular Library	<i>Access Services</i>	82.2%	NA*	92.9%**	82.2%	92%
Reader's advisory completion rate	<i>Access Services</i>	71.6%	NA*	68.2%	71.6%	70.0%
Reference transactions per capita	<i>Information Svc</i>	0.59	0.63	0.54	0.60	0.61
Reference transactions per hour	<i>Information Svc</i>	New	111	125	111	112
Reference Completion rate	<i>Information Svc</i>	94%	NA*	97%	94%	95%
In-library materials use per capita	<i>Information Svc</i>	1.96	NA*	1.48	1.96	1.50
Percent of reserved materials delivered to patrons within 7 days	<i>Information Svc</i>	50.5%	56.9%	57.5%	57%	57%
Cost per patron contact for overdue materials	<i>Information Svc</i>	\$0.19	\$0.16	\$0.15	\$0.24	\$0.24
Telephone reference questions answered per hour	<i>Information Svc</i>	New	43	38	40	30
Reference calls turned away per hour	<i>Information Svc</i>	New	New	12	14	6
Telephone reference completion rate	<i>Information Svc</i>	92%	NA*	92%	92%	92%

*Not collected in 1996-97 because of transition to new building

**Rate is for all Central Library.

***Telephone renewals declining as on-line renewals increase.

Community Services

Through branch libraries, the Division delivers library materials, information, programs and services to all Multnomah County residents outside the downtown Portland area.

The Community Services Division provides a network of branches from which county residents can access the library's material collections and informational resources. Branch libraries provide materials to be used for: self-directed study; recreational reading; children's education; and assisting pre-school children in developing cognitive skills which prepare a child to begin learning in school.

In 1999-00, four of the fourteen branches (Gresham, Hillsdale, Hollywood and Midland) continue to be open 64 hours per week because of the passage of the 1997 levy, with the other ten branches open 53 hours per week. All branches are open Sunday afternoons. The joint school-public library at Parkrose High School opened to the public in September 1998. Funding is also included for a branch in Northwest Portland, expected to open late in the fiscal year, and the East County branch, Fairview-Columbia, is expected to open midway through the fiscal year. The levy also includes funds for public library services to the Corbett community. Several branches are scheduled for closure in 1999-00 for renovation.

Action Plans:

- Open the Fairview-Columbia Library by December 1999.
- Open the new Woodstock Library building by January 2000.
- Open renovated Rockwood and North Portland Libraries by August 1999 and March 2000, respectively.

Community Services	1997-98	1998-99	1998-99	1999-00	
Budget Trends	1997-98	Current	Adopted	Adopted	
	Actual	Estimate	Budget	Budget	Difference
Staffing FTE	111.16	173.40	173.40	178.84	5.44
Personal Services	\$4,879,974	\$6,294,792	\$7,212,327	\$7,637,579	\$425,252
Contractual Services	\$102,404	\$2,939	\$0	\$100,000	\$100,000
Materials & Supplies	\$1,518,442	\$1,758,230	\$2,323,036	\$2,596,354	\$273,318
Capital Outlay	\$0	\$0	\$10,000	\$0	(\$10,000)
Total Costs	\$6,500,820	\$8,055,961	\$9,545,363	\$10,333,933	\$788,570
Program Revenues	\$4,816,056	\$5,159,877	\$5,055,105	\$6,459,299	\$1,404,194

Library

Community Services

Division Management

Community Services Division Management works with branch managers, supervisors, and staff to provide library materials, information and programs to Multnomah County neighborhood residents. Management plans services; develops and evaluates materials, programs, and staff; assists supervisors and managers with personnel issues; plans building enhancements with appropriate County Facilities personnel; and administers the budget for branch libraries.

FY 1999: 2.00 FTE FY 2000: 4.00 FTE

Branch Libraries

Branch Libraries loan books and other materials; assist children and adults in using library collections; provide programs to pre-school and school age children; and provide access to information and materials beyond the branch library. The two large regional branches, Gresham and Midland, make services and resources provided at the Central Library available to residents outside the downtown area, offering collections and resources to satisfy diverse requests. Fourteen branch libraries checked out 5,854,034 items in 1997-98 and answered 290,887 reference questions. .

FY 1999: 171.40 FTE FY 2000: 174.84 FTE

Costs by Program	1997-98	1998-99	1999-00	Difference
	1997-98	Adopted	Adopted	
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	
Division Management	\$156,934	\$165,805	\$607,015	\$441,210
Branch Libraries	<u>\$6,343,886</u>	<u>\$9,379,558</u>	<u>\$9,726,918</u>	<u>\$347,360</u>
Total Costs	\$6,500,820	\$9,545,363	\$10,333,933	\$788,570

Library

Community Services

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Add Library Supervisor/Branch for administrative support and facility management -	<i>Division Mgt.</i>	2.00	\$112,410	
Tenant improvements at Albina and Fairview-Columbia -	<i>Division Mgt.</i>		\$95,000	
Supplement to Corbett for library services -	<i>Division Mgt.</i>		\$100,000	
Add debt payment for land purchase at new branches	<i>Division Mgt.</i>		\$50,000	
Increase Fairview-Columbia's budget from 1/3 year to 2/3 year to reflect projected opening during 99-00	<i>Branch Libraries</i>		\$197,482	
Library Clerk		0.65		
Library Page		0.48		
Library Assistant		0.66		
Librarian 2		0.33		
Branch Supervisor		0.67		
Decrease Northwest branch from 1/3 year to partial start-up costs	<i>Branch Libraries</i>		(\$306,477)	
Library Clerk		(1.25)		
Library Page		(0.75)		
Library Assistant		(0.58)		
Librarian 2		(0.33)		
Branch Supervisor		(0.33)		
Increase Capitol Hill's personnel from partial to full year	<i>Branch Libraries</i>		\$97,477	
Library Clerk		0.50		
Library Page		0.63		
Library Assistant		0.25		
Increase Holgate's new personnel from partial to full year -	<i>Branch Libraries</i>		\$109,507	
Library Clerk		0.75		
Library Page		0.50		
Library Assistant		0.63		
Increase at Albina, Gregory Heights and Gresham to reflect additional costs after renovation	<i>Branch Libraries</i>		\$238,895	
Library Clerk		0.38		
Library Page		(0.75)		
Technical Services Assistant		0.50		
Library Assistant		1.00		
Librarian 1		1.00		
Librarian 2		(1.50)		
Increased property tax receipts – entire division	<i>Community Services</i>			\$1,355,293

Key Result Measures	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 99 Estimate	FY 00 Estimate
Items Checked out per hour open	<i>Branches</i>	New	New	148	160	104
Percent of browsers who find something to check out	<i>Branches</i>	91.6%	NA*	92%	90%	92%
Cost per item checked out	<i>Branches</i>	\$0.44	\$0.50	\$0.42	\$0.48	\$0.45
Turnover rate	<i>Branches</i>	7.2	7.7	8.19	7.7	6.8

* Does not include Capitol Hill, Gregory Heights, or Gresham, which were closed for remodeling

Support Services

Providing support so library staff can provide excellent public services.

The Support Services Division is responsible for centralized administrative support to allow the rest of the library staff to devote their time and energies to public service. Support Services includes selection and acquisition of materials for the library collection, centralized computer support and continuing implementation of the Automation Plan, coordination of the Library's learning system efforts, centralized human resources and financial administration, coordination of the volunteer program, and entrepreneurial activities.

Action Plans:

- Continue implementation of Automation Plan through equipment upgrades, new wiring and cabling, and network installations, in conjunction with the branch renovation efforts.
- Implement the Diversity Hiring Plan and fine-tune staff recruitment, training and retention efforts begun during the hiring process of FY 98-99.
- Manage materials selection, acquisition, cataloging and processing under the greatly increased materials budget; continue to work closely with vendors and to utilize streamlining techniques.

Support Services		1998-99	1998-99	1999-00	
Budget Trends	1997-98	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	58.40	73.60	73.60	71.85	(1.75)
Personal Services	\$2,636,972	\$3,133,953	\$3,382,851	\$3,496,231	\$113,380
Contractual Services	\$475,641	\$682,195	\$677,120	\$885,543	\$208,423
Materials & Supplies	\$4,997,266	\$8,287,090	\$8,203,099	\$10,064,222	\$1,861,123
Capital Outlay	<u>\$566,235</u>	<u>\$406,950</u>	<u>\$1,555,800</u>	<u>\$623,000</u>	<u>(\$932,800)</u>
Total Costs	\$8,676,114	\$12,510,188	\$13,818,870	\$15,068,996	\$1,250,126
Program Revenues	\$6,924,844	\$8,739,027	\$8,230,901	\$10,413,108	\$2,182,207

Library

Support Services

Library Collection

The Library Collection provides informational, educational, cultural and recreational materials for Library users, including books, periodicals, newspapers, spoken recordings, music recordings, videos, maps, government documents, CD-ROM databases, and on-line full text periodicals and electronic reference services.

FY 1999: 0.00 FTE FY 2000: 0.00 FTE

Technical Services

Technical Services ensures availability of books and other library materials to patrons and staff through the selection, acquisition, bibliographic description, classification, and physical preparation of new books and other library materials.

FY 1999: 32.50 FTE FY 2000: 33.10 FTE

Admin. Services and Distribution

Administrative Services and Distribution is responsible for Human Resource management, financial management, the Library's delivery system, mail and materials receiving for the Administration building, and administrative office support.

FY 1999: 16.25 FTE FY 2000: 17.25 FTE

Automation Services

Automation Services maintains and supports the Library's centralized computer facility to provide access by patrons and staff to the library's bibliographic and circulation records and its networked system of PCs for public and staff use. Automation Services will continue to implement the Library's Automation Plan, through continuing the planned telecommunications infrastructure build out, upgrading the centralized and networked computer facilities, expanding web access to services, increasing the holdings of electronic reference resources, and continuing the development of the web-based Community Information System project.

FY 1999: 17.50 FTE FY 2000: 15.00 FTE

Learning Systems

Learning Systems is responsible for encouraging and facilitating continual learning throughout the organization, both for the public and the staff. The Learning Systems staff coordinate training opportunities and ways for staff to participate as learners and in helping others learn. .

FY 1999: 2.85 FTE FY 2000: 3.00 FTE

Volunteer Services

Volunteer Services enhances and increases the delivery of library services to the public and strengthens community involvement through the use of volunteers in all library sections, branches and other locations through Multnomah County. Volunteer Services operates its own outreach program, "Visiting Voices", and manages the systemwide volunteer program.

FY 1999: 2.25 FTE FY 2000: 2.25 FTE

Library

Support Services

Entrepreneurial Activities

Entrepreneurial Activities raises funds from sources other than taxes or donations that can be used for library purposes. The Title Wave Bookstore discards books and other library materials no longer needed by the system and provides revenue through book sales.

FY 1999: 2.25 FTE FY 2000: 1.25 FTE

Costs by Program	1997-98	1998-99	1999-00	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
The Library Collection	\$3,230,727	\$6,166,632	\$6,843,411	\$676,779
Technical Services	\$1,455,065	\$1,760,596	\$1,913,233	\$152,637
Administrative Svcs and Distribution	\$1,178,413	\$1,370,564	\$1,717,891	\$347,327
Automation Services	\$2,290,077	\$3,799,067	\$3,723,854	(\$75,213)
Learning Systems	\$108,755	\$118,588	\$332,459	\$213,871
Volunteer Services	\$121,806	\$135,456	\$145,216	\$9,760
Entrepreneurial Activities	<u>\$291,271</u>	<u>\$467,967</u>	<u>\$392,932</u>	<u>(\$75,035)</u>
Total Costs	\$8,676,114	\$13,818,870	\$15,068,996	\$1,250,126

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Book budget at 15% of operation spending, appears higher because it includes carryover from 1998-99 of \$405,000 for Fairview opening collection, \$150,000 library assessment contract, and \$200,000 materials ordered but not received	<i>Library Collection</i>		\$676,779	\$755,000
Add partial Technical Services Assistant to Selection and Acquisition	<i>Technical Svc</i>	0.50	\$15,956	
Add partial Library Clerk to Selection and Acquisition	<i>Technical Svc</i>	0.10	\$8,949	
Reclass 1.0 Librarian 2 to Collection Development Manager (Branch Administrator)	<i>Technical Svc</i>	0.00	\$15,125	
Increase in Professional Services (pre-processing) and supplies due to increased materials budget	<i>Technical Svc</i>		\$85,000	
Add HR Staffing Specialist	<i>Admin and Distribution</i>	1.00	\$56,205	
Reclass Senior Office Assistant to Administrative Secretary	<i>Admin and Distribution</i>	0.00	\$17,570	
Reclass Office Assistant 2 to Senior Office Assistant and transfer to Learning Systems	<i>Admin and Distribution</i>	(1.00)	(\$32,178)	
Transfer Fiscal Specialist 2 from Bond Projects	<i>Admin and Distribution</i>	1.00	\$56,696	
Increase in professional services for recruitment advertising	<i>Admin and Distribution</i>		\$25,000	
Increase in Facilities & Property Management costs for the Library Administration building	<i>Admin and Distribution</i>		\$12,257	
Add interest payment on Certificates of Participation for improvements to Administration Building	<i>Admin and Distribution</i>		\$75,000	
Increased supplies for library system	<i>Admin and Distribution</i>		\$40,000	

Library

Support Services

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Add partial Senior Data Analyst	<i>Automation</i>	0.50	\$13,946	
Transfer of Librarian 2 position to Learning Systems and elimination of Librarian 2 position	<i>Automation</i>	(3.00)	(\$171,242)	
Reclass Automated Systems Admin to Info Systems Mgr	<i>Automation</i>	0.00	\$3,268	
Increases from expanding PC network and central system:	<i>Automation</i>			
PC Flat Fee;			\$44,400	
Professional services and Mtce contracts			\$79,240	
Phones			\$18,676	
DP services			\$25,386	
Net decrease in supplies and capital	<i>Automation</i>		(\$216,875)	
Increase in Education & Training -	<i>Automation</i>		\$22,260	
Increase in indirect due to change in allocation between capital and supplies	<i>Automation</i>		\$64,838	
Transfer Library Page to Central Access Services	<i>Learning Sys</i>	(0.75)	(\$23,174)	
Transfers:	<i>Learning Sys</i>	2.00	\$98,348	
Senior Office Assistant from Admin & Distribution Librarian 2 from Automation Services				
Transfer Learning Systems Manager (Senior Library Manager) from the Director's Office	<i>Learning Sys</i>	1.00	\$101,655	
Transfer Stack Services Supv. to Central Access Services	<i>Learning Sys</i>	(0.10)	(\$14,000)	
Transfer Mail Clerks to Central Access Services	<i>Learning Sys</i>	(2.00)	(\$60,452)	
Establishment of Learning Systems Office, operational costs	<i>Learning Sys</i>		\$86,040	
Elimination of Library Entrepreneurial Activities Coordinator position -	<i>Entrepreneurial Activities</i>	(1.0)	(\$69,794)	
Decreased estimate of book fine revenue – entire division	<i>Support Svcs</i>			(\$80,000)
Increased property tax receipts – entire division	<i>Support Svcs</i>			\$1,377,660

Key Result Measures	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 99 Estimate	FY 00 Estimate
Percent of patrons who find the subject and author they want	<i>Lib. Collection</i>	82%	NA*	72%	86%	80%
Percent of patrons who find desired title.	<i>Lib. Collection</i>	69%	NA*	61%	77%	70%
Library Collection turnover rate	<i>Lib. Collection</i>	5.37	5.77	6.1	5.5	6.0
Materials processed within 30 days (%)	<i>Technical Svcs</i>	94.5%	94.5%	NA*	85%	85%
High demand materials processed within 4 days (%)	<i>Technical Svcs</i>	100%	100%	100%	100%	100%
Dynix uptime for the public	<i>Automation</i>	97.95%	99%	100%	97%	98%
Percent of book/mail deliveries that arrive on schedule	<i>Admin Svcs Distribution</i>	90.7%	90.7%	95%	92%	96%
Library staff satisfaction with internal services (7 point scale)	<i>Admin Svcs Distribution</i>	5.9	5.6	NA**	5.7	5.7
Cost per library item delivered	<i>Admin Svcs Distribution</i>	\$0.03	\$0.02	\$0.03	\$0.03	\$0.03
Change in number of volunteer hours	<i>Volunteer Svcs</i>	37,252	44,755	42,037	41,468	42,000
Entrepreneurial revenues net of direct cost	<i>Entrepreneurial</i>	New	New	\$238,842	\$200,000	NA
Community use of Central Library	<i>Entrepreneurial</i>	New	New	106,300	115,000	NA
Title Wave revenues net of direct costs	<i>Entrepreneurial</i>	\$190,184	\$202,405	238,476	294,288	300,000

*Not measured since Dynix Release 170; will be replaced with new Key Result.

**Survey not conducted.

Outreach Services

Providing services to children and teens and to those that cannot visit a branch library.

Outreach Services provides library services and materials to users with specific needs or who are unable to use a branch facility because none exists in their neighborhood. This activity is responsible for van service to outlying neighborhoods, community centers and residential facilities; jail and juvenile facilities service; services to children and teens; School Corps; Early Childhood Resources and other outreach programs.

Action Plans:

- Expand service to homeless shelters and transitional housing.
- Broaden collection formats for homebound borrowers.
- Explore options to provide more comprehensive delivery of materials to homebound patrons, especially the occasional borrower.
- Continue to refine the way we work to meet the information needs of K-12 public and private school students and home schooled students.
- Continue to build the Family Child Care program, as the coordinator becomes full time and the program becomes less dependent on volunteers.

Outreach Services		1998-99	1998-99	1999-00	
Budget Trends	1997-98	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	16.41	20.50	20.50	22.25	1.75
Personal Services	\$799,395	\$1,125,422	\$1,006,121	\$1,178,127	\$172,006
Contractual Services	\$5,320	\$11,500	\$11,800	\$20,350	\$8,550
Materials & Supplies	\$182,494	\$253,120	\$243,544	\$320,642	\$77,098
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Costs	\$987,209	\$1,390,042	\$1,261,465	\$1,519,119	\$257,654
Program Revenues	\$782,092	\$947,037	\$715,742	\$1,012,751	\$297,009

Library

Outreach Services

Youth Outreach

Youth Outreach serves children pre-birth through grade 12 through the following programs: Early Childhood Resources, School Corps, Books 2 U, LIBROS (Library Outreach in Spanish), and Juvenile Justice Outreach. Clients include students and teachers in public and private schools, parents in social service programs, early childhood professionals in child care centers and family child care homes, pregnant and parenting teens, children from Spanish-speaking families, and incarcerated youth.

FY 1999: 14.00 FTE FY 2000: 16.00 FTE

Adult Outreach

Adult Outreach delivers library materials to Multnomah County Library residents who are unable to visit a library. Customers include individual homebound residents, senior citizens, people with disabilities, jail inmates and people in shelters and transition homes.

FY 1999: 6.25 FTE FY 2000: 6.50 FTE

Costs by Program	1997-98	1998-99	1999-00	Difference
	Actual	Adopted Budget	Adopted Budget	
Youth Outreach	\$724,947	\$950,167	\$1,203,223	\$253,056
Adult Outreach	\$262,262	\$311,298	\$315,896	\$4,598
Total Costs	\$987,209	\$1,261,465	\$1,519,119	\$257,654

Library

Outreach Services

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Decreased LSTA Juvenile Justice Grant	Youth			(\$60,160)
Increase service Reimbursement from Juvenile	Youth			\$28,000
Add Team Developer position for administrative support -	Youth	1.00	\$70,382	
Add Outreach Specialist to Family Child Care and to Early Childhood Resource programs	Youth	2.00	\$113,902	
Add partial Library Clerk position	Youth	0.25	\$8,248	
Reduce Library Assistants	Youth	(1.75)	(\$77,577)	
Increase LIBROS (Library Outreach in Spanish) from half year to full year, add partial Outreach Specialist	Youth	0.50	\$42,344	
Transition Librarian 1 to Librarian 2	Youth	0.00	\$9,601	
Increase School Corps for WEB Camp program	Youth		\$26,089	
Carry over and Library Foundation Grant for Children's Author Visit and Lecture	Youth		\$21,600	\$21,600
Reduce partial Library Assistant from Large Print Books by Mail	Adult	(0.25)	(\$10,773)	
Increased property tax receipts – entire division				\$222,403

Key Result Measure	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 99 Estimate	FY 00 Estimate
Number of School Corps contacts with students, faculty, and parents	Youth Outreach	New	New	14,996	12,000	12,000
Percent of targeted family child care providers served by Library Family Child Care	Youth Outreach	New	0.4%	1.9%	10.0%	20%
Percent of child care centers served by Library Early Childhood Resources *	Youth Outreach	96%	95%	NA	NA	NA
Contacts with children and teens in targeted programs outside libraries **	Youth Outreach	323,852	308,369	321,362	315,000	318,000
Contacts with children and teens in targeted programs in libraries **	Youth Outreach	7,173	10,132	93,600	12,000	50,000
Cost/patron served by outreach services	Adult Outreach	\$7.68	\$8.50	\$8.29	\$8.48	\$8.70

*Deleting this key result.

**Includes children, teens and caregivers.

Bond Projects

In 1997-98, the staff began a series of public meetings about the branch projects and expect to continue these as each project is scheduled. The Library will continue to inform and involve the public, the Library Board and the Board of County Commissioners as progress is made.

The voters approved the technology and branch renovation bond for \$29 million in May 1996. Key elements of the bond include:

- Protecting the public's investment in library buildings by making needed repairs and renovations to the branch libraries; and
- Improving public access to information by upgrading technology.

During 1997-98, following physical analysis and functional assessment of each branch, the following decisions made:

- Not to consolidate any branches;
- To replace 2 branches (Hollywood and Hillsdale) with larger facilities on new sites and 1 branch (Woodstock) on its existing site;
- To purchase property immediately to the north of Belmont Branch and expand that building;
- To renovate 8 existing buildings on existing sites (Albina, Capitol Hill, Gregory Heights, Gresham, Holgate, North Portland, Rockwood, St. Johns);
- To study possible options for Sellwood (renovation or replacement on the existing site);
- To incorporate technological improvements as an integral part of all branch construction and renovation.

The first phase of the projects began in July 1998. Four branch renovations were completed in 1998-99. Subsequent phases will continue into 2001. Each renovated branch library must close during the construction. The work is being phased so that each community continues to have nearby library service while its neighborhood branch is closed. Branch construction and renovation expenditures are budgeted in Facilities Management.

FY 1999: 2.00 FTE FY 2000: 1.00 FTE

Bond Projects	1997-98	1998-99	1998-99	1999-00	
Budget Trends	1997-98	Current	Adopted	Adopted	
	Actual	Estimate	Budget	Budget	Difference
Staffing FTE	1.80	2.00	2.00	1.00	(1.00)
Personal Services	\$131,811	\$101,935	\$152,818	\$104,049	(\$48,769)
Contractual Services	\$0	\$0	\$0	\$0	\$0
Materials & Supplies	\$17,416	\$0	\$3,161,429	\$3,106,925	(\$54,504)
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Costs	\$149,227	\$101,935	\$3,314,247	\$3,210,974	(\$103,273)
Program Revenues	\$149,227	\$101,935	\$3,314,247	\$3,210,974	(\$103,273)

Library

Bond Projects

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Transfer Fiscal Specialist 2 to Support Services	<i>Bond Projects</i>	(1.00)	(\$56,696)	
Reduced Beginning Working Capital because of 98-99 ex- penditures	<i>Bond Projects</i>			(\$103,273)

