Library

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Library Budget Poem

The Library Budget poem was written after I had a conversation with Bev Stein, Chair of the Multnomah County Commission, about integrating art into other areas of life. We laughed about "dancing the budget" and "painting the budget," and then I took on the challenge of formal poetry (as opposed to free verse).

The Terzanelle is a complex form, shaped like a villanelle (five three-line stanzas and one four-line stanza), but with a different pattern of rhyme and repetition based on "terza rima." As you see, I used "slant rhyme," and took small liberties with repeating lines.

Here are the rules: In each three-line stanza, the first and third lines rhyme with each other. The middle line rhymes with the first and third of the following stanza. The middle line must also repeat as the last line of the following stanza. The middle line of stanza five becomes the second line of the last stanza, while the first and third lines of stanza one become lines three and four of the last.

TERZANELLE ON THE LIBRARY BUDGET

We need twenty million to deal with the books:
the County Commission adds up the dollars and cents
while poems and novels patiently wait in the stacks.

The Central Library's six million is quite an expense;
The Friends of the Library offer support and advice
while the County Commission adds up dollars and cents,

gnawing at crisp piles of bills, like so many mice.
The Library Board Committees raise funds where they can
and Friends of the Library offer support and advice.

Now renovation has called for an Action Plan:
the voters have passed a measure to pay for the work
and Library Board Committees raise funds where they can,

but the poems and novels just snuggle and sigh in the dark
while dust drifts down and scaffolding climbs the walls.
The voters have passed a measure to pay for this work,

knowing we have to repair it before it falls.
Yes, dust may drift down and scaffolding climb the walls,
but still we need twenty million to deal with the books-
those poems, those novels, so patient back there in the stacks.

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Library

About the Author

Judith Barrington is the author of two poetry books: *Trying to be an Honest Woman (1985), History and Geography (1989),* published by The Eighth Mountain Press. Her work has appeared in numerous journals including *The Kenyon Review, Ms. Magazine, Left Bank, and The American Voice* and she has given readings of her work all over the U.S. and Britain. She is director of The *Flight of the Mind* summer writing workshops for women. In 1994, she was awarded the Freedom of Expression Award from Oregon's American Civil Liberties Union.

Library

Vision

By 2015 the population of the metropolitan area will be 30% greater than today and the Library will be serving a larger, more culturally diverse, and more mobile group of customers. It will continue to provide this regional population with the region's largest store of informational, educational, and recreational material. Circulation of the general collection will grow at least as fast as the population of the region. The Library will not only distribute and maintain a collection of written material, but it will also allow access to this collection in new ways that are responsive to the changes in the environment of the community.

The Library will continue to house in the Central Library the specialized collections that are its unique contribution to the region. It will continue to give people access to this collection through well-located branches -- about eight of them -- which will be open sixty hours a week. It will also provide collections in about thirty-five smaller stations spread through the neighborhoods of Multnomah County.

Intellectual Freedom
The Library's collections will uphold the principles of intellectual freedom and the public's right to know by providing people of all ages with access and guidance to information and with collections that reflect all points of view. The collections will be consistent with the diversity in customer populations -- representative of a variety of cultures, with a wide range of multi-lingual materials so that non-English speakers will also be able to conveniently use the resources the Library makes available.

Technology
The Library will not only be in the book business, it will use a wide range of distribution methods for the information and collections it contains. It will continue to communicate using printed material. It will also use electronic media appropriate to customers with widely different levels of technological sophistication. It will transfer information and allow access to the collection through a network of information access points in schools, public buildings, and retail establishments. It will also be linked to major collections elsewhere so that patrons can reach a much greater store of data. People who never set foot in a library building will be able to take advantage of library services. For many customers it will be their point of access to the "information highway."

Library information access points will be available throughout the family support networks maintained by the County. Students will use these service locations as homework centers.

Library

The Library's youth librarians will be experts in enhancing the cognitive skills and development of children. They will also be key actors in making sure that families read together, that children learn to read, and that they are ready to enter the formal educational system ready to learn.

Workforce Development
The Library's regional and statewide role will continue to be the provider of concentrated research collections. It will be the basic information source to answer business and economic needs. It will continue to support individuals needing materials to upgrade their job skills and explore investment and economic opportunities. It will stock collections of job-related "how to do it" materials so that as people change careers the Library will be the appropriate place to figure out what is the right direction to take. It will also continue to give customers access to current and updated demographic and statistical information that will help people make economic decisions.

The diversity of the Library's own work force will be representative of the diversity in the community.

Strategies
Working toward this long-term vision will involve intermediate steps. To increase the capacity of the system to use new technology, the Central Library must be updated and reconstructed. In the next two years this will be a primary focus of Library activity. Another major focus will be the construction of the new Midland library.

To chart the short-term steps to enhance its technological capacity, the Library will forecast the things we have to do, will devote a greater portion of the materials budget to non-print media, and will invest in equipment to support the necessary databases -- upgrading computer systems and installing more terminals.

The Library will also work to position itself as a primary player in enhancing the cognitive thinking skills and readiness to learn of the children and youth of the county.

Partnerships
To achieve the vision for the Library in 2015 will require close ties and coordination with many other providers of information in the community:
- academic libraries;
- newspapers;
- telephone and cable companies;
- retailers which can be used as access points to the system;
- County children and family centers; and
- schools.

Library

Budget Overview	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	307.03	320.95	320.95	320.50	(0.45)
Departmental Costs	$18,848,805	$19,954,349	$20,954,078	$21,461,069	$506,991
Program Revenues	$14,895,522	$14,970,530	$15,491,694	$14,944,639	($547,055)
General Fund Support	$6,004,724	$5,055,114	$5,462,384	$6,516,430	$1,054,046

Department Services

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.
- 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 works through a series of committees including the Private Fundraising Committee, Citizen Budget Advisory Committee, Central Library Design and Construction Oversight Committee to provide oversight on the Central Library construction project, and the Advisory Committee on Design and Construction for the new Midland Library. The Friends of the Library also offer advice and support on library matters, as do many members of the general public.
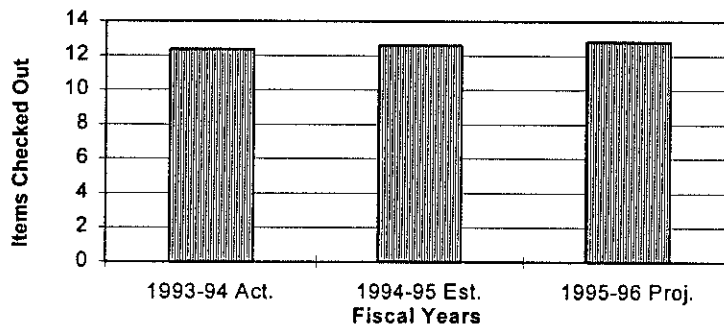
Library

Performance Trends

Materials Expenditure Per Capita
#### Comparison to Comparable Libraries
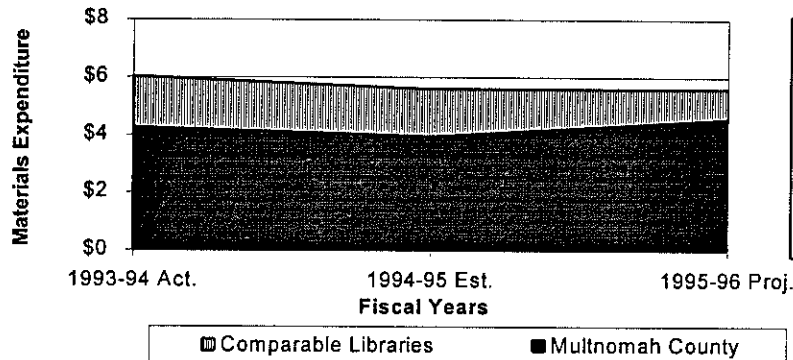
In 1993-94, Multnomah County Library's expenditures for maintaining the "infrastructure" of books and other materials were approximately 42% lower than expenditures in ten comparable jusridictions.
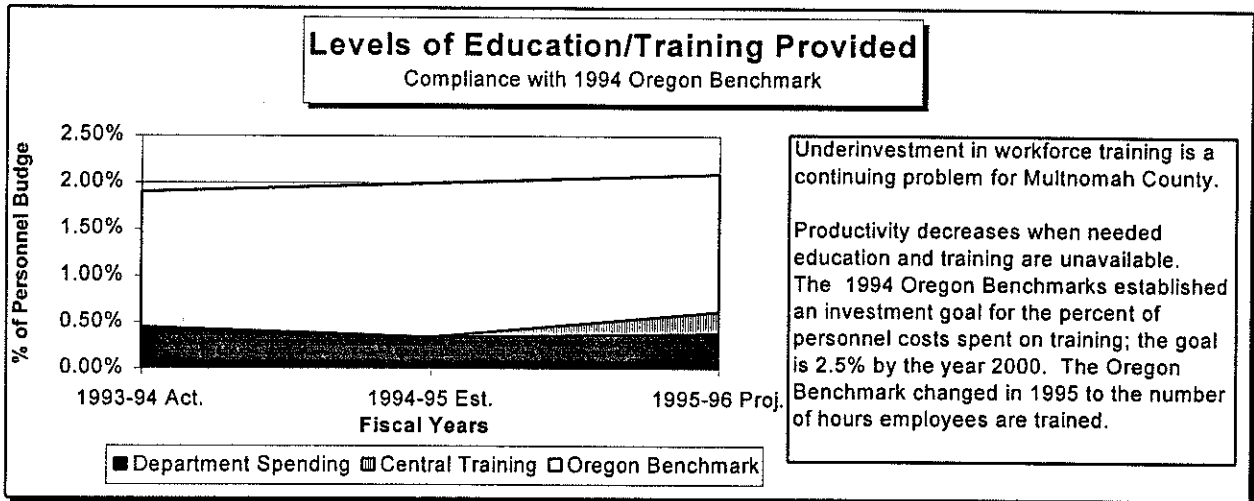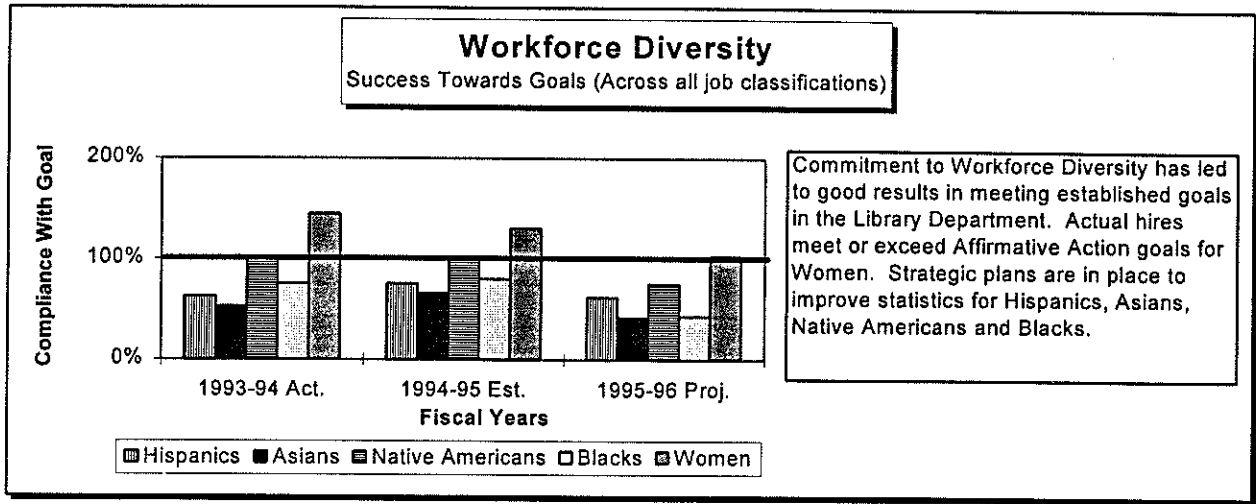
Legend: ▥ Comparable Libraries ■ Multnomah County

Library Items Checked Out Per Capita

The number of Library items checked out per capita is increasing in Multnomah County. In 1993-94, 7.6 million items were checked out. In 1995-96, we estimate that 8 million items will be checked out - a yearly average of nearly 13 items per Multnomah County resident.

Library Usage by Children
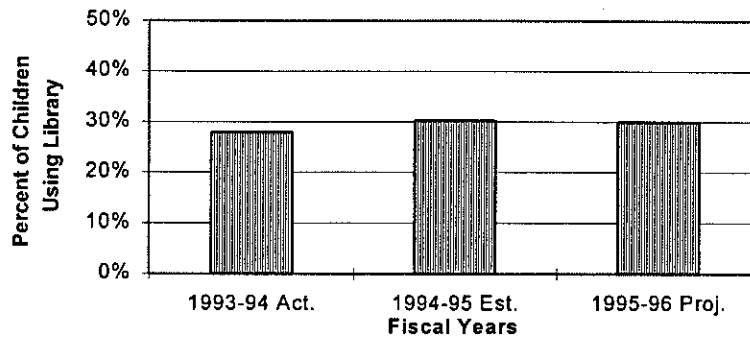
Measures children using the library as a percentage of the total population of children in Multnomah County. Over 44,000 youths used their library cards in the last year.

Library

Workforce Diversity
Success Towards Goals (Across all job classifications)

Fiscal Years: 1993-94 Act., 1994-95 Est., 1995-96 Proj.

Legend: Hispanics ■Asians ⊟Native Americans □Blacks ⊠Women

Y-axis: Compliance With Goal (0%, 100%, 200%)

Commitment to Workforce Diversity has led to good results in meeting established goals in the Library Department. Actual hires meet or exceed Affirmative Action goals for Women. Strategic plans are in place to improve statistics for Hispanics, Asians, Native Americans and Blacks.

Levels of Education/Training Provided
Compliance with 1994 Oregon Benchmark

Fiscal Years: 1993-94 Act., 1994-95 Est., 1995-96 Proj.

Legend: ■Department Spending ⊞Central Training □Oregon Benchmark

Y-axis: % of Personnel Budge (0.00%, 0.50%, 1.00%, 1.50%, 2.00%, 2.50%)

Underinvestment in workforce training is a continuing problem for Multnomah County.

Productivity decreases when needed education and training are unavailable. The 1994 Oregon Benchmarks established an investment goal for the percent of personnel costs spent on training; the goal is 2.5% by the year 2000. The Oregon Benchmark changed in 1995 to the number of hours employees are trained.

Library

Recent Accomplishments

- Central Library Closure: The Central Library closed at 5:30 p.m. on Saturday, November 26. TransCentral Library reopened on SW 4th and Columbia on schedule on Monday, December 19. All furniture, equipment and books and other library materials were moved by January 13, a week ahead of schedule.

- Central Library Renovation: The architectural plans for the Central Library renovation have been completed, and the guaranteed maximum price of the project will be known in February.

- Library Plan: The Library Plan is completed. Citizen effort sets the stage for specific action in technology, branch development, private fundraising, and other areas.

- New Midland Library: The Midland design will be completed, the contractor selected, and construction begun by the end of this fiscal year.

- Services to Children: Ninety (90) additional day care centers are now served; at-risk parents were reached through 30 specialized agencies; curriculum support materials were purchased; CD-ROM centers were established in seven libraries; Homework Help was established in three libraries.

- Library Automation: The Library automation planning process began formally in August. The final plan will be completed by May of 1995. The Library is an active member of the County Strategic Planning for Information Technology team.

- Retrospective Conversion: Approximately 97% of the 83,000 uncatalogued library books and materials from the Library's reference, Oregon, Wilson and music scores collections were transferred to the computerized card catalog.

- Entrepreneurial Activities Coordinator: An Entrepreneurial Activities Coordinator was hired in February to develop, recommend, implement and monitor programs and activities to raise non-tax funds for the library.

Library

Budget Highlights

The Department of Libraries FY95-96 adopted budget reduces the current service level. The total budget increase for both funds is $506,991 ($434,900 increase in the Library Fund, $72,091 increase in the Enterprise Fund). To meet our constraint in the Library Fund, we reallocated funds and reduced some programs and staff (vacant positions).

Scope of Services

- Capital fundraising for the Central Library for project enhancements will be implemented.
- An emphasis has been placed on the RESULTS campaign through staff training and pilot projects.
- The Midland Branch Library design and construction will be a major focus of library activity next year.
- The Library will continue to provide access to the information superhighway through efforts to network county systems with library systems, increase CD-ROM and other database products, and place a high emphasis on continued staff education in technology.
- The Library entrepreneurial activities program funded by the Library Enterprise Fund is fully operational next year.

Service Levels

- The Midland library will be closed during construction of the new Midland Regional Library.
- The contract with the Washington County Cooperative Library System for the Books-By-Mail program has been eliminated.

Staffing Changes

- Decrease of 0.45 FTE.

1995-96 Adopted Budget

Library

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RESULTS Efforts

With the Library in the forefront of the Information Age, serving both the community at large and other County agencies, it is imperative that Library staff competencies keep pace with the demand. All of the Library's training supports the RESULTS initiative by providing job specific training to staff at all levels of the organization.

In addition, the Library will dedicate its annual all-staff day this year to basic RESULTS training, to ensure that every single Library employee has a basic understanding of the techniques and terminology of RESULTS. Next year on all-staff day, we anticipate providing more advanced RESULTS training.

Furthermore, the Library has dedicated 10-12 hours per week of a staff member's time to coordination of the Library's RESULTS campaign. The budget includes training funds to do RESULTS training for specific work groups, and also includes funds to cover public service areas during committee and team meetings that focus on ways to improve service to Library customers. For example, the Library's Reference Excellence initiative requires reference work teams in each location to identify personal strengths and deficiencies in reference skills and to develop a team plan for training.

Library

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TOTAL EXPENDITURES BY DIVISION
1995-96 ADOPTED BUDGET

All Funds
$21,461,069

Support Services 25.68%

Library Enterprise Fund 0.53%

Community Services 26.60%

Systemwide Services 17.33%

Director's Office 2.15%

Central Library 27.72%

General Fund Only, Including Cash Transfers
$6,516,430

Support Services 25.82%

Community Services 26.74%

Systemwide Services 17.42%

Director's Office 2.16%

Central Library 27.87%
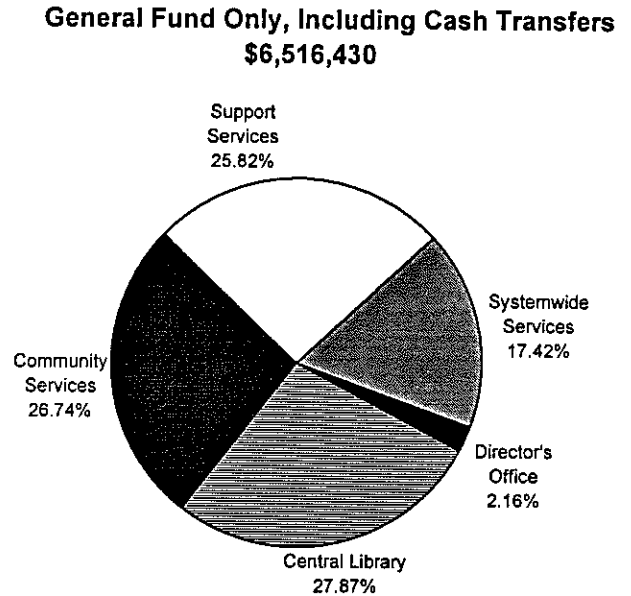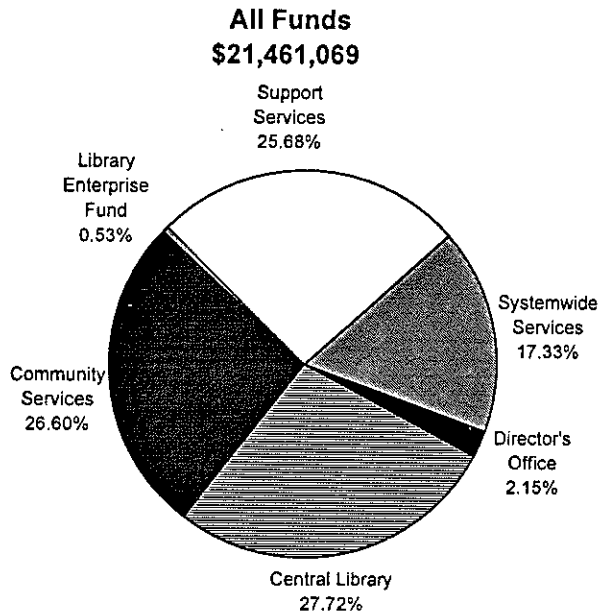
EXPENDITURE AND REVENUE COMPARISON
1994-95 Adopted Budget and 1995-96 Adopted Budget
All Funds, Including Capital Projects
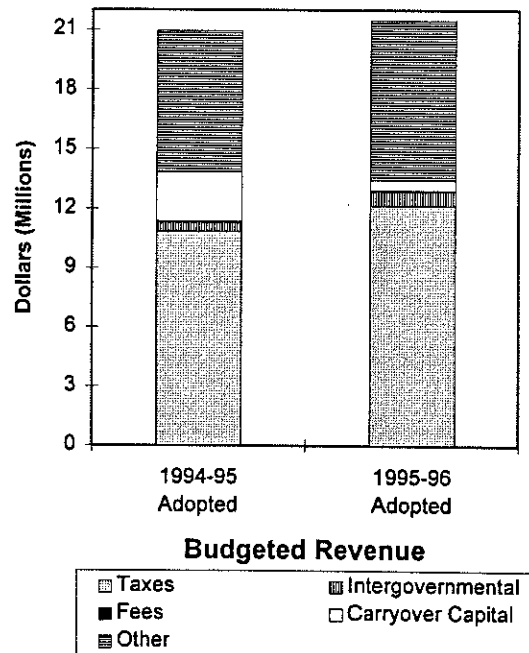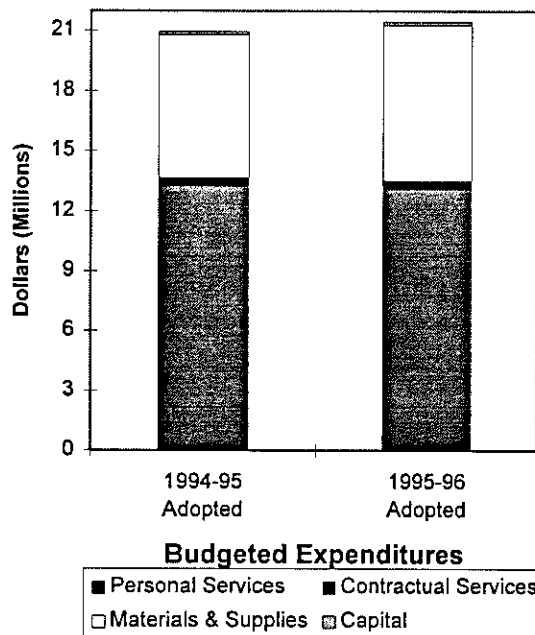
Dollars (Millions) — 1994-95 Adopted, 1995-96 Adopted

Budgeted Expenditures

- Personal Services
- Contractual Services
- Materials & Supplies
- Capital

Dollars (Millions) — 1994-95 Adopted, 1995-96 Adopted

Budgeted Revenue

- Taxes
- Intergovernmental
- Fees
- Carryover Capital
- Other

Library

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	307.03	320.95	320.95	320.50	(0.45)
Personal Services	$12,146,674	$12,513,613	$13,260,589	$13,112,637	($147,952)
Contractual Services	275,873	530,005	415,961	423,503	7,542
Materials & Supplies	6,274,018	6,761,181	7,127,978	7,740,079	612,101
Capital Outlay	152,240	149,550	149,550	184,850	35,300
Total Costs	**$18,848,805**	**$19,954,349**	**$20,954,078**	**$21,461,069**	**$506,991**
Program Revenues	$14,895,522	$14,970,530	$15,491,694	$14,944,639	($547,055)
General Fund Support	$6,004,724	$5,055,114	$5,462,384	$6,516,430	$1,054,046

Costs by Division

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Director's Office	$429,125	$506,475	$429,746	$460,560	$30,814
Central Library	5,466,841	5,655,921	6,006,140	5,949,155	($56,985)
Community Services	4,802,755	5,217,460	5,431,811	5,708,410	$276,599
Support Services	5,350,628	5,236,060	5,430,571	5,510,868	$80,297
Systemwide Public Svcs	2,799,456	3,306,132	3,614,355	3,718,530	$104,175
Library Enterprise Fund	0	32,301	41,455	113,546	$72,091
Total Costs	**$18,848,805**	**$19,954,349**	**$20,954,078**	**$21,461,069**	**$506,991**

Staffing by Division

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Director's Office	4.43	4.50	4.50	4.50	0.00
Central Library	115.66	119.37	119.37	117.35	(2.02)
Community Services	100.23	104.41	104.41	105.46	1.05
Support Services	39.87	37.75	37.75	38.25	0.50
Systemwide Public Svcs	46.84	54.42	54.42	53.44	(0.98)
Library Enterprise Fund	0.00	0.50	0.50	1.50	1.00
Total Staffing FTE's	**307.03**	**320.95**	**320.95**	**320.50**	**(0.45)**

Library

Issues and Opportunities

1. New Midland Library

The new Midland Library will be built on the same site as the current Midland Library. For optimal placement of the new building, the current Midland Library is being demolished. A new building is expected to be completed by May 1996. The library collection needs to be moved, stored and then moved back to the new Midland Library. The new Midland Library will be slightly larger than the Gresham Regional Library and is expected to be used as heavily. Circulation at the new Midland Library is expected to be 60% greater than present. To meet this demand, staffing should be at the same level as Gresham and open hours increased from 45 to 49 weekly. Augmentation of the Midland collection is necessary, and would include additional copies of high demand items, supplement high demand subject areas in both adult and youth collections and add technological resources for children and adults.

Board Action:

Provide an additional $203,358, with about $100,000 dedicated to expanding the new Midland Library collection, the balance to fund 4.75 FTE for two months, and some moving and storage costs.

2. Public Access to Information Through Automation

The library is in the midst of the information age revolution and must continue to upgrade its infrastructure to avoid being left with a large print collection, inadequate funds to buy the latest electronic technology, and fewer, older patrons.

New technology allows libraries to gather and dispense information in new ways. Our library already has many sources of electronic information, but they are scattered throughout the library on various types of equipment. Library branches do not have access to most types of electronic information.

The Library plans to combine information resources onto personal computers in all locations, thereby adding to the access points for this information. The library could then deliver information to users without demanding that they come to a central location. In addition, by adding more telephone line capability, the provision of library services does not have to be limited by buildings, hours of service, etc.

Library

Major Alternatives:

- Link all libraries together so that access to electronic information, including County systems such as Assessment and Taxation, will be available at every branch.
- Add telephone line capability so that users will be able to access electronic information unconstrained by physical location, hours of service, etc.
- Do nothing, leaving the library with inadequate funds to buy the latest technology, thereby making the dissemination of information less efficient.

Board Action:

Provide $265,991 in additional resources to upgrade the Library computer infrastructure. The major items funded are personal computers and printers, modems to upgrade dialup public access, Gateway software for Sequoia to electronic databases, and dialup access lines. Also funded is 1.50 FTE to provide training to patrons and staff and to manage the additional electronic resources.

3. Joint Use Library at Parkrose High School

The new Parkrose High School will include some facilities that are intended for use by students as well as the surrounding community. The planning process began in January 1995 and is expected to continue through FY 1995-96. If approved, a joint-use facility that would include a library is expected to open in FY1996-97.

Some unresolved issues include consideration of each of the major alternatives listed below and free library access for the general public to the joint use facility.

Major Alternatives:

- Library Outreach Services rotates library materials and provides staff at peak hours. Lowest cost and service.
- County and school jointly operate the facility. This will cost more and presents contractual, legal and policy issues to be negotiated.
- County operates the facility. This has the greatest cost unless the Gregory Heights Branch is closed. Contractual, legal and policy issues are more easily negotiated.

Board Action:

The Library should continue exploration of a possible joint use facility.

1995-96 Adopted Budget

Library

4. Branch Development Plan

A plan will be developed in the next 12 to 18 months with widespread community participation and will serve as a blueprint for planning future library service.

Among the goals is the creation of a more flexible system to deliver library services that expands beyond the traditional branch network.

Board Action:

The Library will submit the Branch Development Plan to the Board for its review when completed.

5. New Entrepreneurial Activities

The Entrepreneurial Activities Coordinator will be reviewing recommendations made by the Library Entrepreneurial Initiatives Team (LEIT). New activities will begin and existing ones enhanced.

The LEIT, appointed by the Board of County Commissioners in early 1994, explored ideas for supplementing Library funding. The Library Enterprise Fund was created to receive these revenues. After expenses, this fund will be spent on library materials as well as expanding hours and other library services.

Board Action:

The Library will keep the Board informed of new and enhanced entrepreneurial activities.

Director's Office   Library

Description

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 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.

Major efforts in FY94-95 included the library planning process, library technology planning and beginning implementation, library fundraising plan and beginning activities, Central Library design, temporary closure and relocation of Central Library, Midland Library site and design, establishment of the Library RESULTS Council, and hiring of entrepreneurial activities coordinator.

Action Plan

- Implement capital fundraising campaign for Central Library to raise funds for construction project enhancements, by December 1995.
- Library Foundation established for future fundraising in place--legally established, with bylaws, and Board appointed, by April 1995.
- Continue entrepreneurial program, including plans of operating Central Library store and coffee service.
- Library planning document calls for further development in several areas. At least one area will be done, e.g. branch development plan, by January 1996.
- Participate in County Affirmative action program to ensure that library public service staff mirror the public they serve. Recruitment of candidates is a serious issue.
- Implement elements of the RESULTS campaign at the library, including emphasis on training staff and on specific outcomes for those we serve, by September 1995.

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Professional Services Contract for fundraising	0.00	$23,900

1995-96 Adopted Budget

Director's Office   Library

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	4.43	4.50	4.50	4.50	0.00
Personal Services	$315,633	$319,180	$310,342	$320,529	$10,187
Contractual Services	7,648	87,940	29,100	53,000	23,900
Materials & Supplies	88,174	99,355	90,304	87,031	(3,273)
Capital Outlay	17,670	0	0	0	0
Total Costs	**$429,125**	**$506,475**	**$429,746**	**$460,560**	**$30,814**
Program Revenues	$337,271	$377,960	$317,496	$319,972	$2,476
General Fund Support	$136,708	$128,515	$112,250	$140,588	$28,338

Costs by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Director's Office	$429,125	$429,746	$460,560	$30,814

Staffing by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Director's Office	4.43	4.50	4.50	0.00

1995-96 Adopted Budget

Description

The mission of the Central Library is to serve as the major information reference, resource and referral center for the residents of Multnomah County. Central Library is responsible for providing books and other library materials and services to meet library users' informational, educational, cultural and recreational needs. Activities and services include circulating books and other materials; selecting and maintaining a unique, valuable and vital materials collection on a wide range of subjects and presenting multiple points of view; answering questions and providing assistance in using the library's collection; providing educational and recreational programs and exhibits; and sorting and packing books and mail for library systemwide delivery.

The Central Library provides comprehensive library information services in a major metropolitan area to accommodate a diverse population.

In the spring of 1993, voters passed a general obligation bond for the renovation of the Central Library. On November 26, 1994, Central Library ceased operations at 801 SW 10th and moved to a temporary location, TransCentral Library, on SW 4th and Columbia. TransCentral Library opened on December 19, 1994 and will continue to operate in this temporary location throughout the two-plus-year renovation of Central.

Action Plan

- Operate Central Library programs and services at TransCentral Library, monitoring use at the new location, adjusting staffing as needed to accommodate any changes in usage patterns, and reviewing new staffing patterns by December 1, 1995.
- Complete by September 1, 1995 a plan for preparing the collection for the move back to the remodeled Central, including new weeding goals and timelines for updating the collection.
- Begin implementing by March 1, 1996 the plan for an employment information center at the renovated Central Library.
- Continue the work of the internal management team to plan for service and organization changes in the renovated Central Library building, completing the first draft of the plan by April 5, 1996.

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Personal Services decrease due to a cut of 2.02 FTE's.	(2.02)	($53,377)

1995-96 Adopted Budget

Central Library   Library

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	115.66	119.37	119.37	117.35	(2.02)
Personal Services	$4,345,180	$4,409,738	$4,704,957	$4,670,547	($34,410)
Contractual Services	44,079	24,875	31,875	18,715	(13,160)
Materials & Supplies	1,066,355	1,221,308	1,269,308	1,259,893	(9,415)
Capital Outlay	11,227	0	0	0	0
Total Costs	**$5,466,841**	**$5,655,921**	**$6,006,140**	**$5,949,155**	**($56,985)**
Program Revenues	$4,296,666	$4,220,761	$4,437,335	$4,133,148	($304,187)
General Fund Support	$1,741,589	$1,435,160	$1,568,805	$1,816,007	$247,202

Costs by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Division Management	$974,717	$1,188,257	$1,081,368	($106,889)
Central Borrower's Services	1,232,685	1,274,184	1,310,291	36,107
Central Reference Services	2,449,444	2,672,577	2,697,600	25,023
Children's and Popular Library	809,995	871,122	859,896	(11,226)
Total Costs	**$5,466,841**	**$6,006,140**	**$5,949,155**	**($56,985)**

Staffing by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Division Management	7.84	8.35	7.85	(0.50)
Central Borrower's Services	37.59	37.99	37.97	(0.02)
Central Reference Services	51.13	53.14	52.65	(0.49)
Children's and Popular Library	19.10	19.89	18.88	(1.01)
Total Staffing FTE's	**115.66**	**119.37**	**117.35**	**(2.02)**

Description

Central Library Division Management is administratively responsible for planning and providing daily public service activities at the Central Library; providing support activities for Central Library operations; preparing and monitoring the Central Library budget; participating in developing plans for remodeling and renovating the building; evaluating and meeting the needs of the community; and providing a focal point for systemwide activities and liaisons to outside agencies. Central Library Division Management supervises all aspects of daily operations at Central including contracted services such as building security; oversees the internal and external mail function at Central; provides the full range of office services including cash handling and record keeping for the Central Library; and often represents the Library to the general public.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	7.84	8.35	7.85	(0.50)
Program Costs	$974,717	$1,188,257	$1,081,368	($106,889)
Program Revenues	$766,079	$877,884	$751,275	($126,609)
General Fund Support	$310,519	$310,373	$330,093	$19,720

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures

	FTE's	Amount
Eliminate 0.50 FTE Mail Clerk from Mailroom	(0.50)	($13,419)

Central Borrowers' Services

Description

Central Borrowers' Services provides physical access to Central Library's circulating materials collections. Central Borrowers' Services is responsible for circulating Central Library books and other library materials. Central Borrowers' Services registers library users for borrowers' cards, checks out and checks in library materials, collects fines for overdue library materials, retrieves library materials for library users, and reshelves books and other materials after they have been returned.

Central Borrowers' Services provides retrieval of the 70% of Central's collection that is housed in closed stack areas. Renovation will make more of these materials directly available to the public.

On November 26, 1994, Central Library ceased operations at 801 SW 10th and moved to a temporary location, TransCentral Library. Because of physical limitations of the temporary building (e.g., the distance between public areas and closed stacks and the absence of a dumbwaiter for delivery of materials from the stacks), retrieval of stack materials takes considerably longer than it did at Central.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	37.59	37.99	37.97	(0.02)
Program Costs	$1,232,685	$1,274,184	$1,310,291	$36,107
Program Revenues	$968,829	$941,367	$910,319	($31,048)
General Fund Support	$392,700	$332,817	$399,972	$67,155

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Cost per item checked out	$0.87	$0.98	$0.79	$0.98
Items checked out per capita	2.40	2.03	2.80	2.03
Items checked out per hour open	482	434	534	434
Turnover rate	2.04	1.73	1.75	1.75

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Printing increase for rental and maintenance of three public copiers to replace old copiers we owned.	0.00	$21,600
0.02 FTE moved to Systemwide Borrowers' Services	(0.02)	($370)

Central Reference Services

Description

The purpose of Central Reference Services is to provide timely and accurate information to the users of the Multnomah County Central Library to support their individual, educational, cultural and business-related information needs. Central Reference Services is responsible for answering questions and providing the public with assistance in using an extensive collection of indexes, atlases, encyclopedias, handbooks, dictionaries, directories, computerized resources, government documents, and periodicals to help them locate needed information. Central Reference Services selects books and other library materials to meet users' information needs; provides effective professional assistance in using the library's collections; and, through on-line database searching, interlibrary loan services, and referrals to other agencies, gives library users access to information resources not available locally.

The overwhelming increase in information and new technologies is challenging the library's ability to provide timely and accurate information. Because information doubles every five years, demands on library resources to meet these challenges will continue to increase.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	51.13	53.14	52.65	(0.49)
Program Costs	$2,449,444	$2,672,577	$2,697,600	$25,023
Program Revenues	$1,925,142	$1,974,499	$1,874,145	($100,354)
General Fund Support	$780,327	$698,078	$823,455	$125,377

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Reference transactions per capita	.64	.47	.63	.67
Reference completion rate	81.2%	79%	79%	79%
In-library materials use per capita	1.98	1.9	1.9	1.9
Cost per reference transaction	$1.84	$1.75	$2.35	$1.75

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures

	FTE's	Amount
Eliminate .49 FTE Library Page from Art & Music	(0.49)	($13,016)

Children's and Popular Library

Description

Children's & Popular Library provide library services to inform, educate and entertain children, young adults, and adults. Children's & Popular Library are responsible for providing popular books, magazines, audiovisual materials, and programs for people of all ages. Children's & Popular Library staff select books and other library materials, assist the public in using those materials, and present a variety of library programs (e.g., story times, library tours, author readings, "lunch and learn" lectures, visits to schools and child care centers to do book talks and story times, etc.) to encourage reading and the use of the library's resources.

As a result of the Ballot Measure 5 property tax limitation, 50% of the Portland Public Schools' library book budget was eliminated. As schools become unable to provide library materials, more children, teenagers, parents and teachers will turn to the public library to meet their informational and educational needs.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	19.10	19.89	18.88	(1.01)
Program Costs	$809,995	$871,122	$859,896	($11,226)
Program Revenues	$636,616	$643,585	$597,409	($46,176)
General Fund Support	$258,043	$227,537	$262,487	$34,950

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Program attendance as a percent of seating capacity	123%	N/A	86%	N/A
Reader's advisory completion rate	67%	75%	75%	75%
Percent of browsers who find something to check out (Browser Fill Rate)	88%	90%	87%	88%

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Eliminate 0.51 FTE Library Page from Children's Library and 0.50 FTE Library Page from Popular Library	(1.01)	($26,572)

Description

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. Through 14 branch libraries and Outreach Services which includes Bookmobile, Van Service, Lobby Service, Large Print Books by Mail, Jail Service and Old Town Reading Room, the Division delivers library materials, information, programs and services to all Multnomah County residents outside the downtown Portland area. (Outreach Services is budgeted in Systemwide Public Services.)

Planning for the new 24,000 sq. ft. Midland Library will be complete, the contractor selected and construction begun by the end of FY94-95.

Action Plan

- Construct new Midland Regional Library, to be completed about May of 1996.
- Open new Midland Regional Library with expanded staff and services in June 1996.
- Develop a branch plan using the Library's Long Range Plan developed in FY93-94 as a framework.
- Continue to emphasize services to children of all ages in youth programming at each branch library.

Significant Changes - Revenues		Amount
LSCA grant for Midland equipment and supplies		$94,451

Significant Changes - Expenditures	FTE's	Amount
Increase in Materials and Services for supplies for the LSCA Midland technology grant.	0.00	$24,451
Increase in Capital Outlay for equipment from LSCA grant for Midland.	0.00	$70,000
Large and medium branch library personnel changes	1.05	$23,942
Midland Library space, library materials		$174,080
Substitute staff scheduling system		$19,905

Community Services

Library

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	100.23	104.41	104.41	105.46	1.05
Personal Services	$3,910,580	$4,066,183	$4,281,173	$4,249,288	($31,885)
Contractual Services	670	0	0	0	0
Materials & Supplies	891,505	1,151,277	1,150,638	1,371,122	220,484
Capital Outlay	0	0	0	88,000	88,000
Total Costs	**$4,802,755**	**$5,217,460**	**$5,431,811**	**$5,708,410**	**$276,599**
Program Revenues	$3,774,727	$3,893,557	$4,013,020	$3,965,891	($47,129)
General Fund Support	$1,530,029	$1,323,903	$1,418,791	$1,742,519	$323,728

Costs by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Division Management	$147,201	$97,307	$121,884	$24,577
Large Branch Libraries	1,595,072	1,882,774	2,017,826	135,052
Medium Branch Libraries	2,796,832	3,155,907	3,262,205	106,298
Small Branch Libraries	263,650	295,823	306,495	10,672
Total Costs	**$4,802,755**	**$5,431,811**	**$5,708,410**	**$276,599**

Staffing by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Division Management	1.33	1.25	1.25	0.00
Large Branch Libraries	34.92	36.56	37.70	1.14
Medium Branch Libraries	59.36	61.30	61.21	(0.09)
Small Branch Libraries	4.62	5.30	5.30	0.00
Total Staffing FTE's	**100.23**	**104.41**	**105.46**	**1.05**

Division Management

Description

Community Services Division Management provides leadership and direction to staff at fourteen branch libraries and Library Outreach Service for the purpose of delivering effective library service to citizens of Multnomah County. 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 and outreach service.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	1.33	1.25	1.25	0.00
Program Costs	$147,201	$97,307	$121,884	$24,577
Program Revenues	$115,693	$71,890	$84,678	$12,788
General Fund Support	$46,894	$25,417	$37,206	$11,789

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures

	FTE's	Amount
Travel and Training increase to provide additional training opportunities.	0.00	$1,125
Substitute staff scheduling system		$19,905

Large Branch Libraries

Community Services

Library

Description

Large Branch Libraries (Gresham, Hollywood, Midland) provide information, books and other materials to residents of a geographic region. Large branches make services and resources provided at the Central Library available to residents outside the downtown area. Large Branches offer resources to satisfy diverse requests for information, assist children and adults in using library collections, have collections of at least 50,000 books and other materials, present programs for children and adults, and link local users to the resources of the Central Library and other regional libraries.

Three Large Branches checked out 1,723,528 items in FY93-94, a 6% increase over 1992-93, and answered 92,872 reference questions. Annual increases in use continue to strain existing library resources such as space, staff and materials.

Work began on planning the construction of the new Midland Regional Library. The Midland collection will be placed in storage at the end of FY94-95 and staff will be reassigned to other branches during the construction period.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	34.92	36.56	37.70	1.14
Program Costs	$1,595,072	$1,882,774	$2,017,826	$135,052
Program Revenues	$1,253,648	$1,390,993	$1,401,875	$10,882
General Fund Support	$508,147	$491,781	$615,951	$124,170

Key Results	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Children's programs attendance as a percent of seating capacity	100%	100%	100%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	93%	94%	94%	94%
Items checked out per capita	2.80	2.9	3.06	2.0
Cost per item checked out	$0.46	$0.47	$0.34	$0.48
Turnover rate	7.98	8.0	7.83	8.3

Significant Changes - Revenues

	Amount
LSCA grant for Midland capital equipment and supplies.	$94,451

Significant Changes - Expenditures

	FTE's	Amount
Increase of 0.81 staff at Midland and reduction in Library Page hours.	0.64	$27,132
Increase 0.50 FTE Warehouse Worker for dayporter services	0.50	$16,276
Midland Library closed for 12 months.		($65,570)
Supplies increase for new Midland.		$24,451
Travel and Training increase to provide additional training opportunities.		$810
Capital equipment increase for new Midland.		$97,000
Midland Library space, library materials		$174,080

1995-96 Adopted Budget

Library 28

Medium Branch Libraries

Description

Medium Branch Libraries (Belmont, Capitol Hill, Gregory Heights, Hillsdale, Holgate, North Portland, Rockwood, St. Johns, Woodstock) provide library service at a neighborhood level. Medium size branches provide information and materials to neighborhood residents. These branches 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.

Nine medium branch libraries checked out 2,650,259 items in FY93-94, a 1% increase over FY92-93, and answered 164,788 reference questions, a 16% increase. Annual increases in use continue to strain library resources such as space, staff and collections of books and other materials.

Rockwood, Holgate and Gregory Heights Libraries, three medium branches nearest to the Midland Library, are expected to be significantly impacted while the Midland Library is closed for construction of the new building. Midland Library staff members will be reassigned to these libraries at the end of FY94-95 to assist with patron service during Midland construction.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	59.36	61.30	61.21	(0.09)
Program Costs	$2,796,832	$3,155,907	$3,262,205	$106,298
Program Revenues	$2,198,171	$2,331,583	$2,266,402	($65,181)
General Fund Support	$890,996	$824,324	$995,803	$171,479

Key Results	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Children's programs attendance as a percent of seating capacity	100%	100%	100%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	92%	93%	94%	94%
Items checked out per capita	4.31	4.56	4.56	4.6
Cost per item checked out	$.54	$.55	$.40	$.56
Turnover Rate	7.07	7.1	6.28	7.2

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Eliminate 1.0 FTE Supervisor, add back .50 FTE Library Assistant at North Portland Branch; add .41 FTE Library Page and Clerk hours at various branches.	(0.09)	($19,466)
Decrease in Temporary staff needed due to Midland closure.		($16,787)
Travel and Training increase to provide additional training opportunities.		$2,560
Building Management Services increase.		$79,852

1995-96 Adopted Budget

Small Branch Libraries

Description

Small Branch Libraries (Albina, Sellwood) provide popular materials, arranged in bookstore fashion, for children and adults in their immediate neighborhoods. These branches provide a link to systemwide resources through the Dynix on-line catalog which enables their users to borrow from other locations, present children's storytimes and programs by using youth librarians from nearby branches, and circulate materials from collections of approximately 15,000 items.

Two small branches checked out 260,079 items in FY93-94, a 13% increase over 1992-93, and answered 10,712 reference questions. Annual increases in use continue to strain existing library resources such as space, staff and materials.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	4.62	5.30	5.30	0.00
Program Costs	$263,650	$295,823	$306,495	$10,672
Program Revenues	$207,216	$218,554	$212,936	($5,618)
General Fund Support	$83,992	$77,269	$93,559	$16,290

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Children's programs attendance as a percent of seating capacity	100%	100%	100%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	96.2%	96.2%	96%	96%
Items checked out per capita	.42	.43	.43	.43
Cost per item checked out	$.67	$.69	$.52	$.70
Turnover rate	5.86	5.8	5.15	5.8

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Building Management Services increase.	0.00	$4,562

Support Services   Library

Description

The Support Services Division is responsible for centralized administrative and materials acquisition support to allow the rest of the library staff to devote their time and energies to public service. Support Services acquires and processes all books and other library materials; provides supplies, contracts and personal computers; coordinates personnel and payroll; manages financial and budgetary issues; and provides mail and delivery services.

A major space renovation on the first floor of the Library Administration Building improved the work flow for all Technical Services staff; the second floor men's restroom was also remodeled to accommodate people in wheelchairs.

Action Plan

- Implement the recommendations of the Selection Streamlining Committee by August 1, 1995, to ensure that materials are selected more efficiently and made available more quickly to the public.
- Assist library branches and Central with adding additional MARC records, subject access, and cross referencing to the on-line library catalog, by June 30, 1996, to eliminate the need for paper files.
- Continue to identify Support Services outputs (key results), set quality service indicators, develop plans to meet customer requirements and improve services, and implement those plans, continuous through June 30, 1996, to ensure that quality services to library staff continue to improve.
- Continue to expand CD-ROM access for patrons and staff, by June 30, 1996, to provide increased information services.

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Increase of 0.50 FTE Warehouse Worker for dayporter services.	0.50	$16,275
Building Management decrease due to change from contracted to employee provided dayporter services.		($26,288)
Personal Services increase due to step increases, PERS increase.		$35,407
Materials and Services decrease due to decrease in Building Management Services (one-time only project in FY94-95).		($16,175)
Capital outlay decrease due to new definition of capital equipment.		($19,650)

1995-96 Adopted Budget

Support Services   Library

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	39.87	37.75	37.75	38.25	0.50
Personal Services	$1,663,055	$1,588,870	$1,562,330	$1,538,406	($23,924)
Contractual Services	162,408	262,095	192,900	217,600	24,700
Materials & Supplies	3,495,788	3,355,445	3,645,691	3,744,862	99,171
Capital Outlay	29,377	29,650	29,650	10,000	(19,650)
Total Costs	**$5,350,628**	**$5,236,060**	**$5,430,571**	**$5,510,868**	**$80,297**
Program Revenues	$4,205,328	$3,907,438	$4,012,104	$3,828,650	($183,454)
General Fund Support	$1,704,567	$1,328,622	$1,418,467	$1,682,218	$263,751

Costs by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Division Management	$93,154	$90,286	$88,808	($1,478)
The Library Collection	2,680,252	2,783,842	3,029,438	245,596
Technical Services	1,466,234	1,510,943	1,482,878	(28,065)
Administrative Services and Distribution	1,110,988	1,045,500	909,744	(135,756)
Total Costs	**$5,350,628**	**$5,430,571**	**$5,510,868**	**$80,297**

Staffing by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Division Management	1.00	1.00	1.00	0.00
The Library Collection	0.00	0.00	0.00	0.00
Technical Services	30.23	29.00	29.00	0.00
Administrative Services and Distribution	8.64	7.75	8.25	0.50
Total Staffing FTE's	**39.87**	**37.75**	**38.25**	**0.50**

Division Management

Description

The purpose of Support Services Division Management is to effectively manage the library's internal support functions. Division Management is responsible for providing the public with books and other library materials, and library staff with administrative support. Division Management plans and directs the selection, acquisition, cataloging and physical processing of all library books and materials; administers the provision of supplies, contracts, personal computers, mail and delivery services; coordinates payroll and personnel; and manages budget and financial issues.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	1.00	1.00	1.00	0.00
Program Costs	$93,154	$90,286	$88,808	($1,478)
Program Revenues	$73,214	$66,703	$61,699	($5,004)
General Fund Support	$29,676	$23,583	$27,109	$3,526

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures
No significant changes

The Library Collection

Description

The purpose of the Library Collection is to provide library materials for Multnomah County residents. The Library Collection is the means of acquiring informational, educational, cultural and recreational materials. The Library Collection is books, periodicals, newspapers, spoken recordings, music recordings, videos, maps, government documents, and CD-ROM databases.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	0.00	0.00	0.00	0.00
Program Costs	$2,680,252	$2,783,842	$3,029,438	$245,596
Program Revenues	$2,106,545	$2,056,702	$2,104,688	$47,986
General Fund Support	$853,856	$727,140	$924,750	$197,610

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Percent of patrons who find the subject and author they want (Subject and author fill rate)	69%	70%	70%	68%
Percent of patrons who find the title they want (Title fill rate)	65%	63%	63%	63%
Library Collection turnover rate	5.38	6.00	6.00	5.38

Significant Changes - Revenues		Amount
Oregon Reference Link Grant		$50,000

Significant Changes - Expenditures	FTE's	Amount
Increase in books/materials due to Oregon Reference Link Grant, increase in Indirect, other miscellaneous adjustments.	0.00	$245,596

Technical Services

Description

The purpose of Technical Services is to ensure availability of books and other library materials to patrons and staff. Technical Services is responsible for the selection, acquisition, bibliographic description, classification and physical preparation of new books and other library materials. Technical Services provides the final selection of books and other library materials, acquires the materials from publishers and vendors, processes invoices for payment, maintains the computerized card catalog, makes these materials available for the public and repairs materials that are damaged.

Technical Services completed a space remodeling project during FY94-95 which has resulted in improved work areas for all staff including new meeting rooms, computer workstations and equipment for better workflow and production and ultimately to make materials available more quickly to the public. In addition, Technical Services implemented other recommendations made by an outside consultant including streamlined processing of non-book library materials and increased use of vendor plans for materials selection.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	30.23	29.00	29.00	0.00
Program Costs	$1,466,234	$1,510,943	$1,482,878	($28,065)
Program Revenues	$1,152,387	$1,116,284	$1,030,223	($86,061)
General Fund Support	$467,103	$394,659	$452,655	$57,996

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Percent of materials processed within 30 days	90.42%	92%	90.0%	94%
Percent of high demand materials processed within 4 days	100%	100%	100%	100%

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Professional Services increase due to purchase of preprocessed materials.	0.00	$20,000

Administrative Services and Distribution   Library

Description

Administrative Services and Distribution is responsible for providing centralized administrative support and delivery services for the Department of Libraries. Administrative Services and Distribution purchases systemwide supplies and other commodities (1,150 purchase orders); prepares and processes 30 contracts; acquires and supports 180 personal computers and trains staff; processes the Library payroll for 400 full and part time staff; coordinates all personnel activities; prepares 4,500 payment vouchers and maintains financial records; processes and delivers mail at the Administration building; coordinates the budget process; and provides delivery of books, other library materials and miscellaneous items to twenty locations.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	8.64	7.75	8.25	0.50
Program Costs	$1,110,988	$1,045,500	$909,744	($135,756)
Program Revenues	$873,182	$772,415	$632,040	($140,375)
General Fund Support	$353,931	$273,085	$277,704	$4,619

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Percent of book/mail deliveries that arrive on schedule	90.5%	92%	92%	89.5%
Library staff satisfaction with internal services (7 point scale)	4.8	4.9	5.0	5.3
Cost per Library item delivered	$.029	$.029	$.029	$.022

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Increase of 0.50 FTE Warehouse Worker for dayporter services.	0.50	$16,275
Building Management decrease due to change from contracted to employee provided dayporter service.		($26,288)
Supplies increase due to FY94-95 underestimation, and purchase of computers under $2,000.		$50,214
Building Management decrease due to one-time only $150,000 FY94-95 space renovation project, offset by general increase in FY95-96.		($129,256)
Capital Equipment decrease because personal computers can be purchased as supplies.		($19,650)

Systemwide Public Services   Library

Description

Systemwide Public Services provides general and specialized forms of access and library services such as: volunteers and volunteer program coordination; library materials request and distribution system (reserves); notification regarding overdues and reserves; telephone renewal and interlibrary loan services; DYNA computerized book location system; printing, publicity and public relations; and special services for children and those who cannot visit the libraries or use conventional library materials.

Action Plan

- Increase methods by which volunteer services impacts the delivery of library services, by increasing the number of volunteers, increasing the number of volunteer-staffed programs, and continuing to recruit community organizations and businesses to partner with Multnomah County Library.
- Improve the delivery of reserved materials by increasing the number of items we locate and by shortening the time it takes to deliver the items to where customers pick them up.
- Modify systemwide reference services to reflect changes in use caused by PORTALS.
- Increase services to children through the installation of CD-ROM stations at seven library locations, and the implementation of a family literacy grant project designed to reach sixty families in four targeted service areas.
- Complete the Multnomah County Library's network that delivers CD-ROM products and Internet resources directly to all the Library branches for patron and staff use.
- Upgrade patron access to Internet related services and resources by replacing some "dumb" terminals with workstations and increasing the capacity of Multnomah County Library's Internet connection.

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Decrease in Personal Services due to salary savings, elimination of 2.48 FTE positions.	(2.48)	($172,915)
Decrease in Capital Equipment due to purchase of capital under $2,000 in supplies.	0.00	($ 60,200)
Public Access to Information through Automation	1.50	$265,991

1995-96 Adopted Budget

Systemwide Public Services   Library

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	46.84	54.42	54.42	53.44	(0.98)
Personal Services	$1,912,226	$2,108,014	$2,371,005	$2,257,898	($113,107)
Contractual Services	61,068	155,095	162,086	134,188	(27,898)
Materials & Supplies	732,196	924,023	962,264	1,239,594	277,330
Capital Outlay	93,966	119,000	119,000	86,850	(32,150)
Total Costs	**$2,799,456**	**$3,306,132**	**$3,614,355**	**$3,718,530**	**$104,175**
Program Revenues	$2,200,234	$2,467,219	$2,670,284	$2,583,432	($86,852)
General Fund Support	$891,832	$838,913	$944,071	$1,135,098	$191,027

Costs by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Entrepreneurial Activities	$53,843	$66,199	$65,549	($650)
Volunteer Services	54,008	71,290	72,840	1,550
Systemwide Borrower's Services	261,761	355,495	386,281	30,786
Systemwide Reference Services	776,011	784,063	752,430	(31,633)
Automation Services	640,942	903,351	1,033,122	129,771
Communication with the Public	414,749	483,319	510,959	27,640
Services for Target Populations	598,142	950,638	897,349	(53,289)
Total Costs	**$2,799,456**	**$3,614,355**	**$3,718,530**	**$104,175**

Staffing by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Entrepreneurial Activities	0.74	0.75	0.75	0.00
Volunteer Services	1.01	1.25	1.25	0.00
Systemwide Borrower's Services	7.94	8.82	8.84	0.02
Systemwide Reference Services	18.00	16.66	15.66	(1.00)
Automation Services	4.53	6.50	8.00	1.50
Communication with the Public	4.05	4.75	4.75	0.00
Services for Target Populations	10.57	15.69	14.19	(1.50)
Total Staffing FTE's	**46.84**	**54.42**	**53.44**	**(0.98)**

Entrepreneurial Activities

Description

The purpose of Entrepreneurial Activities is to raise funds, from sources other than taxes, which could be used for library purposes. The Entrepreneurial Activities program currently includes one activity: operation of the Title Wave Bookstore. The main responsibilities of the bookstore are to discard books and other library materials no longer needed by the system and to provide revenue. The Title Wave Bookstore's volunteer staff withdraws all discarded library materials from the Dynix Computer System, processes the materials for sale to the public, and sells materials to the public.

There is a need to discard worn out and outdated library materials. The anticipated increase of sales at the Title Wave Bookstore by 8% ($109,008) next year will continue to add to the workload of volunteers and the Title Wave manager.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	0.74	0.75	0.75	0.00
Program Costs	$53,843	$66,199	$65,549	($650)
Program Revenues	$42,318	$48,908	$45,540	($3,368)
General Fund Support	$17,153	$17,291	$20,009	$2,718

Key Results	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Percent of satisfied Title Wave Bookstore customers	99%	99%	99%	99%
Entrepreneurial revenues net of direct costs	$186,728	$173,622	$154,588	$176,098

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures
No significant changes

Volunteer Services

Description

The purpose of Volunteer Services is to enhance and increase the delivery of library services to the public, and to strengthen community involvement through the use of volunteers in all library sections, branches and other locations through Multnomah County. Volunteer Services is responsible for operating its own outreach program, Visiting Voices, and managing the system wide volunteer program. Activities include: aggressively recruiting, screening, interviewing, placing, training, honoring, and maintaining the records of all library volunteers in established and new library programs. Volunteer Services also supports other sections/branches to develop programs which use volunteers and develop training materials and help conduct training for their volunteer staff.

Volunteers provide valuable services to the Library. As the number of volunteer hours increase, the need for services provided by the Volunteer Services program will increase.

Budget Overview	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	1.01	1.25	1.25	0.00
Program Costs	$54,008	$71,290	$72,840	$1,550
Program Revenues	$42,448	$52,669	$50,605	($2,064)
General Fund Support	$17,206	$18,621	$22,235	$3,614

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Percent change in volunteer hours	.018%	8.7%	8.3%	9.3%
	31,403 hrs	36,113 hrs	37,929 hrs	39,002 hrs

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures
No significant changes

1995-96 Adopted Budget

Systemwide Borrowers' Services

Description

Systemwide Borrowers' Services provides cost-effective, centralized processing of library circulation functions. This program is responsible for systemwide reserves, telephone renewals, and notification of overdues. Activities include placing computer reserves for library materials immediately not available (because they are checked out or not at that agency); using the library's computer system to retrieve and direct the reserved materials to the location of the patron's choice (branch library or mailed to the patron's home); providing centralized telephone renewal of library materials; informing patrons of overdue materials using the automated Telephone Notification System and/or mail; and billing library users for accumulated fines and fees.

Systemwide Borrowers' Services makes the entire circulating materials collection easily available throughout Multnomah County in the most efficient way possible. The automated circulation system allows the library to centralize some circulation procedures so that the library can keep up with much greater usage and demand for services while keeping staffing levels low.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	7.94	8.82	8.84	0.02
Program Costs	$261,761	$355,495	$386,281	$30,786
Program Revenues	$205,731	$262,640	$268,367	$5,727
General Fund Support	$83,390	$92,855	$117,914	$25,059

Key Results	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Telephone renewal circulation per capita	1.89	2.02	1.72	2.02
Cost per telephone renewal	$0.11	$0.10	$0.13	$0.10
Percent of reserved materials delivered to patrons within 7 days	58.3%	55%	55%	55%
Cost per patron contact for overdue materials	$.16	$.15	$.11	$.15

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
0.02 FTE, moved from Central Borrowers' Services	0.02	$370
Increase in postage reflects the postage increase that was effective January 1, 1995, an average increase of 10% for all postage rates. The book rate (used heavily by libraries) increased by 73.7%.		27,717

Systemwide Reference Services

Description

Systemwide Reference Services makes a world of information available to Multnomah County Library users. Systemwide Reference Services provides library users with access to information, books, and other library materials not otherwise available. Systemwide Reference Services brings the resources of the Central Library to library users throughout Multnomah County through information via telephone, a Telecommunications Device for the Deaf (TDD), and telefax through Reference Line; and acquires books and information not available locally from libraries world-wide through Interlibrary Loan.

Systemwide Reference Services addresses the problem of making the full range of library reference services available to patrons throughout Multnomah County. Centralizing professional expertise and using technology such as telefax, TDD and the telephone help to address increasing demands for equal access to information.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	18.00	16.66	15.66	(1.00)
Program Costs	$776,011	$784,063	$752,430	($31,633)
Program Revenues	$609,906	$579,265	$522,747	($56,518)
General Fund Support	$247,216	$204,798	$229,683	$24,885

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Telephone reference completion rate	75.7%	75%	75%	75%
Percent of interlibrary loan documents delivered to patron within 30 days	78.7%	80%	80%	80%

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Eliminate 1.00 FTE Senior Library Assistant from Interlibrary Loan (8450)	(1.00)	($41,149)

Automation Services

Description

Library 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. The facility supports: (1) on-line circulation transactions of checkout, checkin, reserves, patron registration, and overdue notices; (2) cataloging input and indexing of bibliographic data for library materials; (3) input and processing of orders for library materials; (4) community resources information; (5) retrieval of information about library resources by patrons and staff, including by telephone modem; (6) adding bibliographic records to 25,000 books (retrospective conversion project); and (7) access to databases on CD-ROM and Internet Resources.

Automation Services managed a move of the computer facility from the Central Library to the temporary building (TransCentral) with only minor disruption of service to the public. Automation Services has undertaken a project to extend CDNet to all library branches and connect the county local area network to the library. About 97% of the Retrospective Conversion project to convert 83,000 uncatalogued works to the computerized card catalog (Dyna) will be completed this year.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	4.53	6.50	8.00	1.50
Program Costs	$640,942	$903,351	$1,033,122	$129,771
Program Revenues	$503,749	$667,395	$717,757	$50,362
General Fund Support	$204,187	$235,956	$315,365	$79,409

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Dynix uptime for the public	99%	98%	99.8%	99%
Library's cost per dialup access	$.03	$.07	$0.15	$.13
Percent of library collection available via Dynix	93.4%	97%	90%	98%

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Public Access to information through automation	1.50	$265,991
Personal Services decrease from salary savings.		($70,398)
Professional Services decrease because bibliographic utilities services for RECON project no longer required.		($37,000)
Communications increase from addition of data lines.		$15,325
Supplies increase because FY94-95 supplies underbudgeted; capital under $2,000 can be purchased here.		$55,900
Capital equipment decrease because capital under $2,000 can be purchased as supplies.		($49,750)

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Communication with the Public

Description

The purpose of Library Communication With the Public is to help people use the Library effectively. The main responsibility of Library Communication is to provide the public with ongoing information about library hours, how to get a library card, fines and fees, programs and events, changes in services, etc. Library Communications oversees the printing of approximately 4.25 million items each year (about 40 percent are internal forms); publishes written materials that save staff time by helping patrons help themselves (i.e. "How to Use DYNA"; "People With Disabilities"); organizes and provides staff for outreach activities (i.e. Family Resources Fair; the annual corporate-sponsored CHECK IT OUT! celebration) and produces publications such as the CALENDAR OF EVENTS and THE BOOKMARK.

In 1994, Library partnerships with area businesses, Tri-Met, the Friends of the Library, the Portland area cultural community and others made possible an information campaign that resulted in extensive media coverage of the Central Library move -- featuring multiple stories on all metropolitan area TV and radio stations with locally produced news as well as numerous articles in THE OREGONIAN and many community papers and weeklies.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	4.05	4.75	4.75	0.00
Program Costs	$414,749	$483,319	$510,959	$27,640
Program Revenues	$325,972	$357,076	$354,986	($2,090)
General Fund Support	$132,128	$126,243	$155,973	$29,730

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Percent of printshop jobs delivered to clients on/ahead of schedule*	90.2%	90%	N/A	90%
Percent of patrons who rate library publications useful	60%	83%	70%	70%
Newspaper inches per news release/press contact	18.84	25	23	21
* New FY95-96 Key Result				

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures
No significant changes

Services for Target Populations

Description

Services for Target Populations provides library services and materials to users who have special needs because of age, physical or mental disabilities, English language deficiency, incarceration, or who are unable to use a branch facility because none exists in their neighborhood. This activity is responsible for the bookmobile and van service to outlying neighborhoods, community centers and residential facilities; jail and juvenile facilities service; Old Town Reading Room; children and teen services; day care services; and operation of a telephone translation service (AT&T Language Line).

Grant program services decreased as projects were completed, and outreach to day care centers was improved with staffing increases. The Books By Mail contract with Washington County Cooperative Library Service, which provided services to county residents who are unable to use a branch library because none exists in their neighborhood, has been eliminated.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	10.57	15.69	14.19	(1.50)
Program Costs	$598,142	$950,638	$897,349	($53,289)
Program Revenues	$470,110	$702,331	$623,429	($78,902)
General Fund Support	$190,552	$248,307	$273,920	$25,613

Key Results	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Cost per patron served by outreach services	$4.35	$4.61	$5.10	$4.70
	86,394	86,394	78,840	79,000
Percent of day care centers served by Library Day Care Services	26%	50%	60%	90%
Number of contacts with children and teens through specially targeted programs outside of the library	45,200	50,000	50,000	52,500
Number of contacts with teens through specially targeted library programs held in libraries	8,100	10,000	10,000	10,500

Significant Changes - Revenues
No significant changes

Significant Changes - Expenditures	FTE's	Amount
Decrease Personal Services due to elimination of 1.5 FTE positions	(1.50)	($62,439)
Eliminate Professional Services Books-By-Mail contract.		($30,000)
Increase Professional Services to add security guards one week/month at Old Town Reading Room.		$ 6,000
Increase Supplies for Children's Service Improvement Grant.		$33,705
Decrease Books/Materials due to elimination of Student Support Program.		($28,500)

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Library Enterprise Fund   Library

Description

This fund supports the Entrepreneurial Activities program to account for and develop non-tax revenues for the library. Funds to support the program include all revenues received by the Library that were recommended by the Library Entrepreneurial Initiatives Team as well as other revenue-producing activities designed by the Library Entrepreneurial Activities Coordinator. An increment from certain existing Library revenues are the source for some revenues, and additional new revenue sources will be developed.

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	0.00	0.50	0.50	1.50	1.00
Personal Services	$0	$21,628	$30,782	$75,969	$45,187
Contractual Services	0	0	0	0	0
Materials & Supplies	0	9,773	9,773	37,577	27,804
Capital Outlay	0	900	900	0	(900)
Total Costs	**$0**	**$32,301**	**$41,455**	**$113,546**	**$72,091**
Program Revenues	$81,295	$103,596	$41,455	$113,546	$72,091
General Fund Support	$0	$0	$0	$0	$0

Significant Changes - Revenues			Amount
Increase in miscellaneous revenues			$60,148

Significant Changes - Expenditures		FTE's	Amount
Personal Services increase of 0.50 FTE for full year of Entrepreneurial Activities Coordinator, addition of 0.50 FTE Senior Office Assistant		1.00	$45,187
Special Programs increase for new entrepreneurial programs.			$10,000