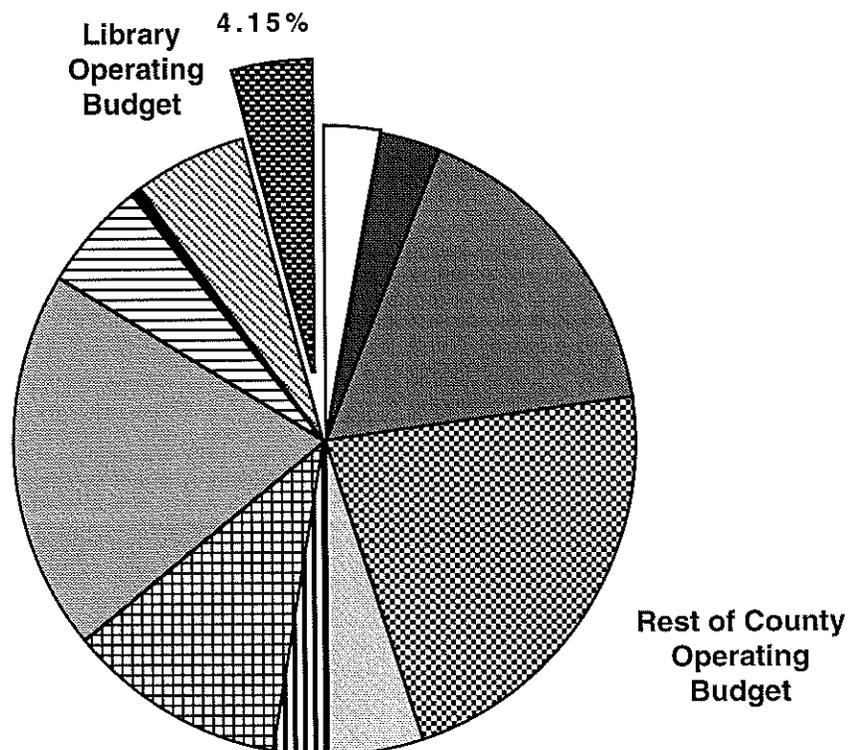
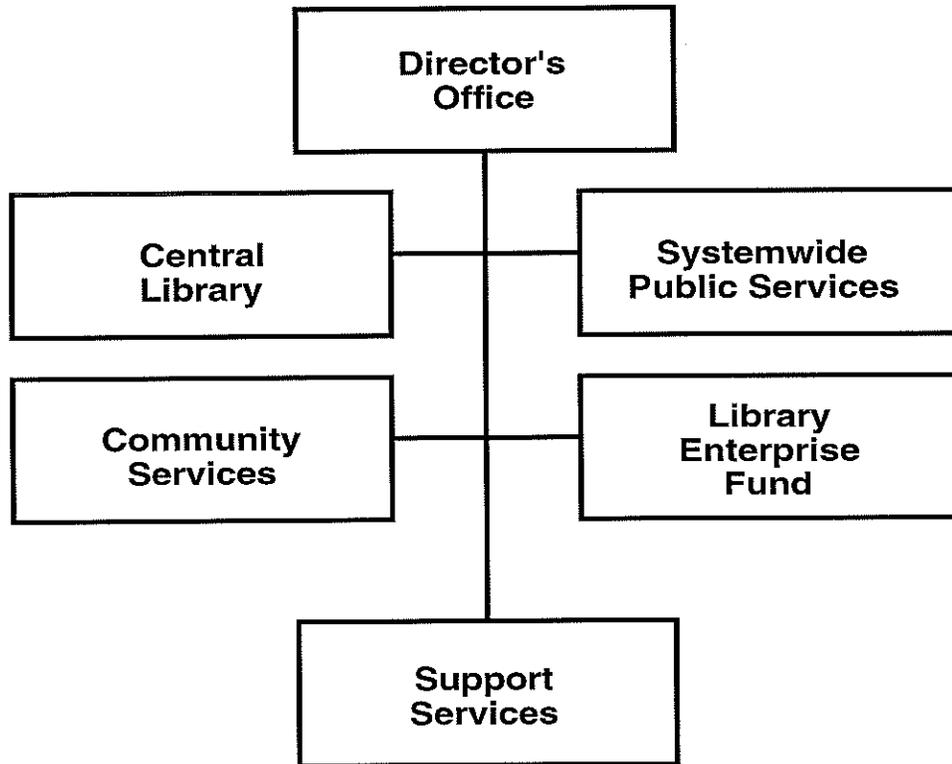


# Library

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## **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 grow at least as fast as the population of the region. The Library will not only distribute and maintain a collection of written material. It will 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.

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

# Library

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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 three years this will be a primary focus of Library activity.

During the next year, the Library will staff and complete a public planning process to increase its responsiveness to community needs.

To chart the short-term steps to enhance its technological capacity, the Library will forecast the things we have to do, and 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
- schools.

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	1992-93	1993-94	1993-94	1994-95
<b>Budget Overview</b>	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Staffing FTE	300.47	320.06	320.06	320.95
Departmental Costs	\$17,069,541	\$19,564,916	\$19,697,891	\$20,954,078
Program Revenues	\$14,989,136	\$13,738,278	\$13,738,278	\$15,491,694

## Department Services

The Department of Library Services offers the following services:

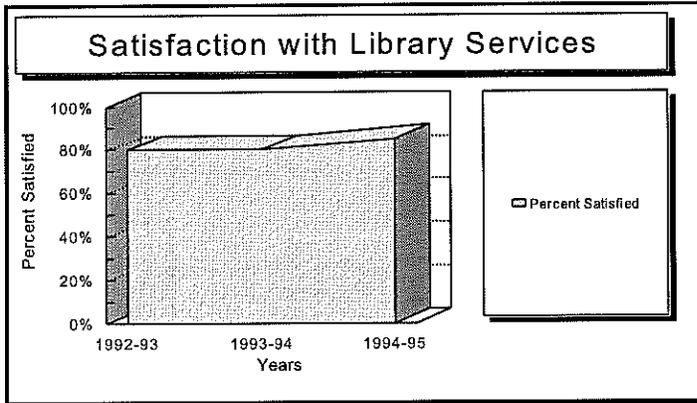
- Checks books and other library materials out at a Central Library, fourteen branch libraries, and through outreach services.
- Assists patrons in finding books and information.
- Selects, acquires, organizes and processes a wide variety of books and other materials on numerous subjects expressing wide-ranging 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).

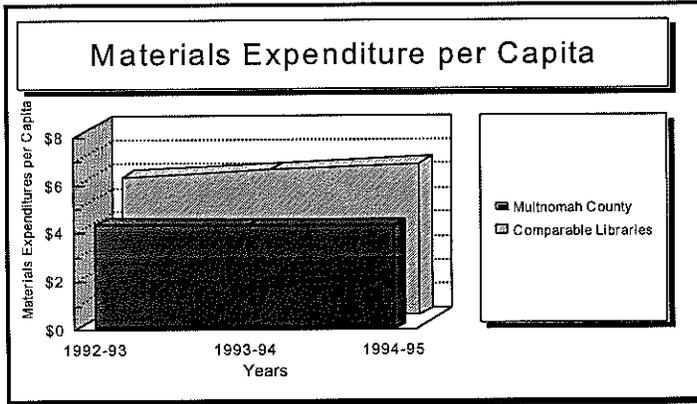
The Library Board works through a series of committees including the Long-Term Issues Committee, the Private Fundraising Committee, Citizen Budget Advisory Committee, and others. Soon to be appointed is the Central Library Design and Construction Oversight Committee to provide oversight on the Central Library construction project. The Friends of the Library also offer advice and support on library matters, as do many members of the general public.

# Library

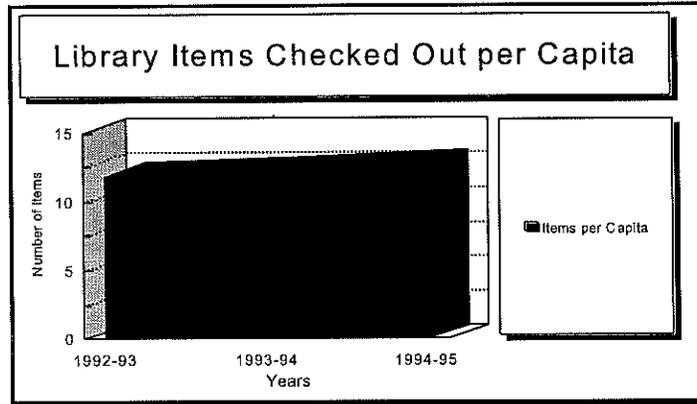
## Performance Trends



The vast majority (80%) of people using the Library are satisfied with its services, according to polling results in 1992-93. In 1994-95, the Library hopes to see even higher satisfaction levels. A County-wide survey will be conducted in 1994-95 and yearly thereafter.

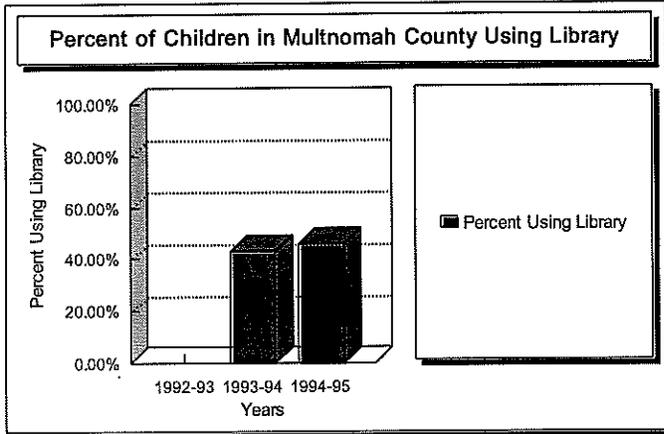


Compared to ten comparable libraries, Multnomah County Library is losing ground in maintaining its "infrastructure" of books and other materials.

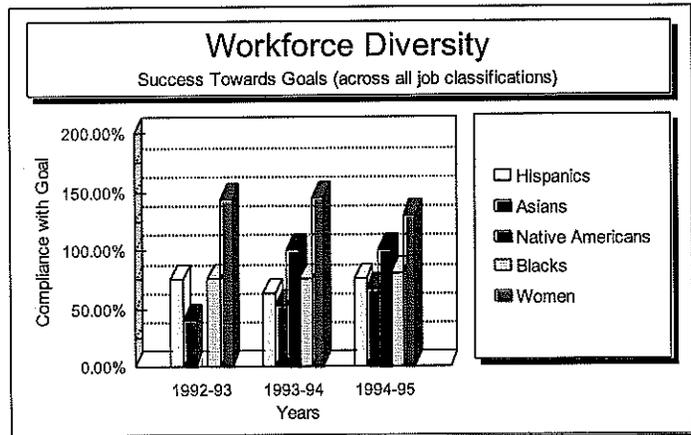


The number of Library Items checked out per capita is increasing in Multnomah County. In 1992-93, about 6.9 million items were checked out. That is expected to increase to 7.8 million by 1994-95 -- a yearly average of almost 13 items per Multnomah County resident.

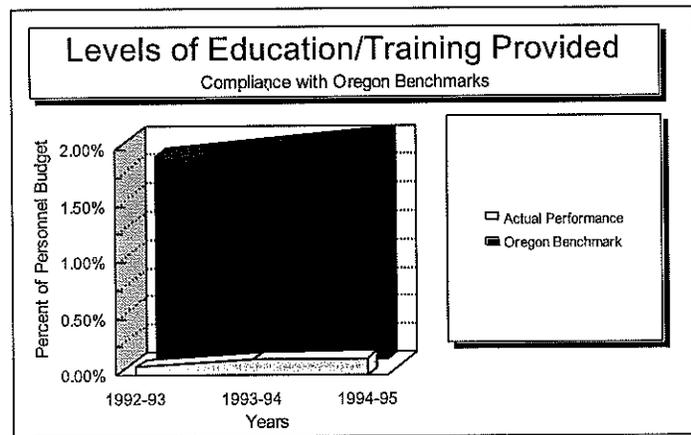
# Library



Percent of Children Using the Library as Percent of Total Population of Children in Multnomah County. Nearly half (45%) of the approximately 90,000 children (to age 17) in Multnomah County used their library card in 1993-94. The library projects that new programming efforts will increase the percent of children using the Library to 46%



Commitment to Workforce Diversity has led to good results in meeting established goals in the Library Department. Actual hires meet or exceed Affirmative Action compliance goals for Women and Native Americans. Representation of Asians has improved to 53%, while there have been some minor losses in Blacks and Hispanics. Strategies are in place to bring these statistics up during the next year.



Underinvestment in workforce training is a continuing problem for Multnomah County. Productivity decreases when needed education and training are unavailable. The Oregon Benchmarks establish an investment goal for the percent of personnel costs spent on training; by the year 2000, the goal is 2.5%

# Library

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## Recent Accomplishments

- Central Library: Architectural planning continues.
- Retrospective Conversion/Weeding: To be ready for Central Library renovation, staff is working on discarding up to 20% of the books at Central and entering up to 83,000 books on the computerized catalog.
- Midland Siting: Midland site will be acquired, architect selected, and design work begun.
- Library Planning Process: The Library Planning Committee is appointed and the plan will be complete by July 1, 1994.
- Continue Entrepreneurial Activities: Expand fee-based information and document delivery services, passing costs on to our customers.
- Implement Technical Services Consultant's Recommendations.
- Smart Check: The method used to check out books and other library materials changed on March 1, affecting about 14 million library transactions annually.

# Library

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## Budget Highlights

The Department of Libraries FY 94-95 budget request includes few changes from the current service level. Changes reflected in the budget include the following:

- Increased branch hours, begun in March, 1994, will be continued. All branches are open at least five days a week after two years of being open only four days a week at many branches.
- The **Smart Check** program, asking library patrons to note the date books are due, will be in full operation.
- Central Library capital project will be a major focus of library activity this year, including the relocation of Central Library to the TransCentral Library at 1400 SW 4th Avenue.
- Midland Branch Library design and construction will also be a major focus of library activity this year.
- Library Planning Committee activities will conclude before fall of 1994. The Library's long-range plan will set direction for library operations for the coming years.
- The Library will be positioned to provide access to the Information Superhighway through continued efforts to network with academic libraries and other resources through the Internet, increasing CD-ROM and other database products, and continued staff education.
- Net staffing changes: Increase of 0.89 FTE.

# Library

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<b>Revenue Sources</b>	<b>1992-93 <u>Actual</u></b>	<b>1993-94 <u>Adopted</u></b>	<b>1993-94 <u>Revised</u></b>	<b>1994-95 <u>Budget</u></b>
<b>TOTAL GENERAL FUND</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM REVENUES - GENERAL FUND:</b>				
<b>Subtotal General Fund     Program Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM REVENUES - OTHER FUNDS:</b>				
Library Serial Levy Fund	\$14,989,136	\$13,738,278	\$13,738,278	\$15,450,239
Library Enterprise Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>41,455</u>
<b>Subtotal Other Funds     Program Revenues</b>	<b><u>\$14,989,136</u></b>	<b><u>\$13,738,278</u></b>	<b><u>\$13,738,278</u></b>	<b><u>\$15,491,694</u></b>
<b>TOTAL PROGRAM REVENUES</b>	<b><u>\$14,989,136</u></b>	<b><u>\$13,738,278</u></b>	<b><u>\$13,738,278</u></b>	<b><u>\$15,491,694</u></b>
<b>ADDITIONAL GENERAL FUND SUPPORT REQUIRED</b>	<b>\$2,080,405</b>	<b>\$5,826,638</b>	<b>\$5,959,613</b>	<b>\$5,462,384</b>
<b>TOTAL REVENUE REQUIRED</b>	<b><u>\$17,069,541</u></b>	<b><u>\$19,564,916</u></b>	<b><u>\$19,697,891</u></b>	<b><u>\$20,954,078</u></b>

# Library

<b>Budget Trends</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Staffing Levels	300.47	320.06	320.06	320.95
Personal Services	\$10,913,558	\$12,713,878	\$12,713,878	\$13,260,589
Contractual Services	274,700	304,171	304,171	415,961
Materials & Supplies	5,779,485	6,407,107	6,540,082	7,127,978
Capital Outlay	<u>101,798</u>	<u>139,760</u>	<u>139,760</u>	<u>149,550</u>
Total Costs	\$17,069,541	\$19,564,916	\$19,697,891	\$20,954,078
Program Revenues	\$14,989,136	\$13,738,278	\$13,738,278	\$15,491,694
Net Revenues Required	\$2,080,405	\$5,826,638	\$5,959,613	\$5,462,384
<b>Costs by Division</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Director's Office	\$413,245	\$381,291	\$381,291	\$429,746
Central Library	5,451,438	5,794,401	5,794,401	6,006,140
Community Services	3,771,878	5,173,166	5,173,166	5,431,811
Support Services	5,930,353	5,217,481	5,350,456	5,430,571
Systemwide Public Services	1,502,627	2,998,577	2,998,577	3,614,355
Enterprise Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>41,455</u>
Total Costs	\$17,069,541	\$19,564,916	\$19,697,891	\$20,954,078
<b>Staffing by Division</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Director's Office	4.66	4.50	4.50	4.50
Central Library	140.60	121.05	121.05	119.37
Community Services	97.32	103.92	103.92	104.41
Support Services	37.72	41.25	41.25	37.75
Systemwide Public Services	20.17	49.34	49.34	54.42
Enterprise Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>
Total Staffing	300.47	320.06	320.06	320.95

# Library

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## Issues and Opportunities

### 1. Central Library Move

Central Library Services will move from the current location to a temporary location at 1400 SW 4th Avenue during the renovation of the Central Library Building.

#### **Major Alternatives:**

- Remain in the current location during renovation, causing the project to cost more, take longer, and be hazardous to the public, the staff, and the books and materials collection.

#### **Board Action:**

Move the Library to a temporary location.

### 2. Access to Information: The Challenge of Technology

Purchase and network CD ROM products to provide access to news, general interest and business magazines at all library locations through the Dynix system.

#### **Board Action:**

The Library should reallocate existing materials funds from print resources to digitized resources

### 3. Services to Children and Teens

Enhance existing services to school-age children, teens and children in day cares through materials and programs, particularly in light of severe cutbacks in Portland Public Schools resources.

#### **Board Action:**

Fund the Library's Add packages that address these needs: Day Care Services, Early Childhood Outreach and the Student Support Programs.

# Director's Office

# Library

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## 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 FY93-94 included the Library Planning process, Central Library design, Midland Library project, Central Library temporary relocation, and the County audit report.

## Action Plan

- Create overall fundraising plan for library to include capital campaign to raise funds for Central Library construction project enhancements, by June 30, 1995.
- Continue development of a complete entrepreneurial program, including the hiring of a marketing director, by June 30, 1995.
- Expand ADA access to the library's automated data base through two additional terminals with voice synthesis and enlarged letters for the visually impaired, by June 30, 1995.
- Evaluate progress toward goals contained in library long-range plan, by June 30, 1995.
- Participate in County affirmative action program to ensure that library public service staff mirror the public they serve, by June 30, 1995.
- Implement elements of the RESULTS campaign at the Library, including specific project focusing on the Humanities Section at Central.

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Professional Services contract funding for fundraising	0.00	\$25,000
Postage increase to cover fundraising	0.00	11,652
Dues & Subscriptions increased to cover membership in the Portland Area Library System (PORTALS)	0.00	5,000
General inflation and other miscellaneous changes	0.00	6,803
<b>Total Expenditure Change</b>	<b>0.00</b>	<b>\$48,455</b>
Library Fund revenue allocation change due to change in expenditures	0.00	49,758
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$49,758</b>

# Director's Office

# Library

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	4.50	4.50	0.00
Costs	\$381,291	\$429,746	\$48,455
Less: Program Revenue	<u>267,739</u>	<u>317,496</u>	<u>49,758</u>
Net Revenue Required	\$113,552	\$112,250	(\$1,302)

<b>Budget Trends</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Staffing Levels	4.66	4.50	4.50	4.50
Personal Services	\$300,200	\$312,183	\$312,183	\$310,342
Contractual Services	4,580	4,500	4,500	29,100
Materials & Supplies	108,465	64,608	64,608	90,304
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$413,245	\$381,291	\$381,291	\$429,746
Program Revenues	\$362,884	\$267,739	\$267,739	\$317,496
Net Revenues Required	\$50,361	\$113,552	\$113,552	\$112,250

<b>Costs by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Director's Office	\$413,245	\$381,291	\$381,291	\$429,746

<b>Staffing by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Director's Office	4.66	4.50	4.50	4.50

# Central Library

# Library

## 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. Throughout FY93-94, library staff have participated in the schematic design work for the renovation. In FY94-95, the move of Central Library will move to its temporary location. Public services at Central will continue in the temporary location throughout the construction period.

## Action Plan

- Complete weeding project (i.e., removal of outdated and unused books from the Central Library collection) by September 1994, in preparation for the move to another site.
- Complete plan for moving Central Library programs and services to the Fifth Avenue Building, by October 1994.
- Move Central Library to the Fifth Avenue Building by January 1995.
- Establish an internal management team by March 1995 to plan for service and organizational changes in the renovated Central Library building.
- To foster economic development, research and complete by March 1995 a plan for an employment information center at the Central Library.

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Personal Services increase Less than 2% due to a cut of 1.68 FTE's	(1.68)	\$119,017
Indirect Cost increase from 6.9% to 7.59%	0.00	88,588
Building Management	0.00	27,696
Inflation and miscellaneous changes	0.00	(23,562)
<b>Total Expenditure Change</b>	<b>(1.68)</b>	<b>211,739</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$368,567
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$368,567</b>

1994-95 Budget

# Central Library

# Library

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	121.05	119.37	(1.68)
Costs	\$5,794,401	\$6,006,140	\$211,739
Less: Program Revenue	<u>4,068,767</u>	<u>4,437,334</u>	<u>368,567</u>
Net Revenue Required	\$1,725,634	\$1,568,806	(\$156,828)

<b>Budget Trends</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Staffing Levels	140.60	121.05	121.05	119.37
Personal Services	\$4,797,263	\$4,585,940	\$4,585,940	\$4,704,957
Contractual Services	45,416	58,371	58,371	31,875
Materials & Supplies	608,759	1,148,790	1,148,790	1,269,308
Capital Outlay	<u>0</u>	<u>1,300</u>	<u>1,300</u>	<u>0</u>
Total Costs	\$5,451,438	\$5,794,401	\$5,794,401	\$6,006,140
Program Revenues	\$4,787,090	\$4,068,767	\$4,068,767	\$4,437,334
Net Revenues Required	\$664,348	\$1,725,634	\$1,725,634	\$1,568,806

<b>Costs by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Division Management	\$419,137	\$1,146,486	\$1,146,486	\$1,188,257
Central Borrower's Services	1,339,560	1,293,329	1,293,329	1,274,184
Central Reference Services	2,885,664	2,499,106	2,499,106	2,672,577
Children's and Popular Library	<u>807,077</u>	<u>855,480</u>	<u>855,480</u>	<u>871,122</u>
Total Costs	\$5,451,438	\$5,794,401	\$5,794,401	\$6,006,140

<b>Staffing by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Division Management	3.64	8.60	8.60	8.35
Central Borrower's Services	46.85	40.21	40.21	37.99
Central Reference Services	68.24	52.11	52.11	53.14
Children's and Popular Library	<u>21.87</u>	<u>20.13</u>	<u>20.13</u>	<u>19.89</u>
Total Staffing	140.60	121.05	121.05	119.37

# Division Management

Central Library  
Library

## 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; provides special exhibits; 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.

Explanation of Changes	FTE's	Dollars
Personal Services changes:		
- reclassification of Librarian 2 to Central Library Coordinator (includes additional step and benefits increase as exempt employee)	0.00	\$4,279
- Transfer of 0.25 Library Clerk to Popular Library	(0.25)	(7,127)
Professional Services (architect) fees decrease - fees now covered by general obligation bond proceeds	0.00	(25,000)
Postage increase because underbudgeted in FY93-94	0.00	18,894
Special Programs eliminated until Central returns to 10th Street location	0.00	(14,080)
Indirect Cost Increase	0.00	17,581
Building Management increase due to move	0.00	37,186
General inflation and other miscellaneous changes	0.00	10,038
Total Expenditure Change	(0.25)	\$41,771
Library Fund revenue allocation change due to change in expenditures	0.00	\$72,833
Total Revenue Change	0.00	\$72,833

Budget Changes	<u>1993-94</u> <u>Adopted</u>	<u>1994-95</u> <u>Budget</u>	<u>Change</u>
Staffing Level	8.60	8.35	(0.25)
Costs	\$1,146,486	\$1,188,257	\$41,771
Less: Program Revenue	<u>805,050</u>	<u>877,884</u>	<u>72,833</u>
Net Revenue Required	\$341,436	\$310,373	(\$31,062)

1994-95 Budget

# 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.

In the spring of 1994, the library instituted "Smart Check," moving bar-codes and markings to the covers of books and eliminating the date due slip. "Smart Check" cut by half the number of times staff handle each book during checkout and checkin processes, moving books through the system much faster and reducing repetitive motions.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Cost per item checked out	NA	NA	\$0.83	\$0.79
Items checked out per capita	2.55	NA	2.68	2.80
Items checked out per hour open	485	NA	509	534
Turnover rate	NA	NA	1.59	1.75

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Transfer of .68 Library Clerk 2 to Systemwide Borrower's Services - Renewal Line to handle increased calls	(.68)	(\$17,557)
Eliminated .50 Library Clerk 1 and 1.04 vacant Library Page positions	(1.54)	(44,763)
Indirect Cost Change	0.00	15,071
Other miscellaneous changes	0.00	28,104
<b>Total Change</b>	<b>(2.22)</b>	<b>(\$19,145)</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$33,205
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$33,205</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	40.21	37.99	(2.22)
Costs	\$1,293,329	\$1,274,184	(\$19,145)
Less: Program Revenue	908,162	941,367	33,205
Net Revenue Required	\$385,167	\$332,817	(\$52,350)

# 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 are 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.

	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
<b>Key Results</b>				
Reference transactions per capita	0.59	NA	0.61	0.63
Reference completion rate	NA	NA	77%	79%
In-library materials use per capita	NA	NA	1.9	1.9
Cost per reference transaction	NA	NA	\$2.27	\$2.35

## Explanation of Changes

	FTE's	Dollars
Personal Services increase due to transfer of 1.03 staff from discontinued Branch Reference Services program	1.03	\$55,179
Conferences/Conventions increase for more attendees at Oregon Library Association Conference (in Portland next year)	0.00	1,086
Increase in Indirect	0.00	43,970
General inflation and other miscellaneous changes	0.00	73,236
<b>Total Expenditure Change</b>	<b>1.03</b>	<b>\$173,471</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$219,653
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$219,653</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	52.11	53.14	1.03
Costs	\$2,499,106	\$2,672,577	\$173,471
Program Revenue	1,754,846	1,974,499	219,653
Net Revenue Required	\$744,260	\$698,078	(\$46,182)

# 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 Ballot Measure 5 property tax limitations, 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.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Program attendance as a percent of seating capacity	86%	NA	86%	86%
Reader's advisory completion rate	NA	NA	71%	75%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	85%	87%

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Library Clerk 2 transferred from meeting room booking program and 0.5 Library Assistant cut from this program	(0.24)	(\$7,624)
General inflation and other miscellaneous changes	0.00	23,266
<b>Total Expenditure Change</b>	<b>(0.24)</b>	<b>\$15,642</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$42,876
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$42,876</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	20.13	19.89	(0.24)
Costs	\$855,480	\$871,122	\$15,642
Less: Program Revenue	600,709	643,585	42,876
Net Revenue Required	\$254,771	\$227,537	(\$27,234)

# Community Services

# Library

## 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, Books by Mail, 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.

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, parents and teachers will turn to the public library to meet their informational and education needs.

Branch hours increased March 1, 1994, by 109.5 hours open per week. One additional day of service was added at each branch library and an extra hour open for most branches on Friday and Saturday. By initiating Smart Check and installing automated attendants at each branch library, hours were added with a minimal increase in staffing.

## Action Plan

- Complete the design process and begin construction on the new Midland Branch Library by December, 1995.
- Develop a branch plan using the Library's Long Range Plan being developed in FY1993/94 as a framework.
- Streamline and standardize branch procedures, workflow, and collections in order to maximize services to the public.
- Buy children's non-fiction books at the grade and reading-level taught to better serve student needs and to supplement school library collection.
- Include children of all ages in youth programming at each branch.

## Explanation of Changes

	FTE's	Dollars
Personal Services increase for 0.49 FTE increase	0.49	\$16,966
Indirect Cost increase	0.00	83,931
Building Management Carryover for Gresham Branch	0.00	30,000
Inflation and miscellaneous changes	0.00	127,748
Total Expenditure Change	0.49	\$258,645
Library Fund revenue allocation change due to change in expenditures	0.00	\$380,477
Total Revenue Change	0.00	\$380,477

1994-95 Budget

# Community Services

# Library

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	103.92	104.41	0.49
Costs	\$5,173,166	\$5,431,811	\$258,645
Less: Program Revenue	<u>3,632,543</u>	<u>4,013,020</u>	<u>380,477</u>
Net Revenue Required	\$1,540,623	\$1,418,791	(\$121,832)

<b>Budget Trends</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Staffing Levels	97.32	103.92	103.92	104.41
Personal Services	\$3,489,750	\$4,144,976	\$4,144,976	\$4,281,173
Contractual Services	1,544	0	0	0
Materials & Supplies	280,584	1,028,190	1,028,190	1,150,638
Capital Outlay	0	0	0	0
Total Costs	\$3,771,878	\$5,173,166	\$5,173,166	\$5,431,811
Program Revenues	\$3,312,212	\$3,632,543	\$3,632,543	\$4,013,020
Net Revenues Required	\$459,666	\$1,540,623	\$1,540,623	\$1,418,791

<b>Costs by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Division Management	\$115,470	\$99,816	\$99,816	\$97,307
Large Branch Libraries	1,314,219	1,793,673	1,793,673	1,882,774
Medium Branch Libraries	2,200,031	3,033,136	3,033,136	3,155,907
Small Branch Libraries	<u>142,158</u>	<u>246,541</u>	<u>246,541</u>	<u>295,823</u>
Total Costs	\$3,771,878	\$5,173,166	\$5,173,166	\$5,431,811

<b>Staffing by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Division Management	1.00	1.25	1.25	1.25
Large Branch Libraries	33.81	36.56	36.56	36.56
Medium Branch Libraries	58.66	61.21	61.21	61.30
Small Branch Libraries	<u>3.85</u>	<u>4.90</u>	<u>4.90</u>	<u>5.30</u>
Total Staffing	97.32	103.92	103.92	104.41

1994-95 Budget

## Division Management

Library

**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.

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Personal Services decrease - Director retiring in 6/94, new Director hired at lower rate	0.00	(\$3,502)
Miscellaneous changes	0.00	6,011
Total Expenditure Change	0.00	(\$2,509)
Library Fund revenue allocation change due to change in expenditures	0.00	\$1,801
Total Revenue Change	0.00	\$1,801

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	1.25	1.25	0.00
Costs	\$99,816	\$97,307	(\$2,509)
Less: Program Revenue	<u>70,090</u>	<u>71,890</u>	<u>1,801</u>
Net Revenue Required	\$29,726	\$25,417	(\$708)

Community Services

Large Branch Libraries

Library

**Description**

Large Branch Libraries 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 1,622,957 items in FY92-93 for a 5% increase over FY91-92 and answered 113,967 information requests for a 3% increase. An anticipated increase of 5% and 3% for FY93-94 will strain existing library resources such as space, staff, and materials.

Nineteen (19) hours open per week were added to Large Branch Libraries' schedules March 1, 1994. As a result of initiating Smart Check at the same time, and installing automated attendants at each Large branch library, we have been able to add the additional hours with no increase in staffing.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Children's programs attendance as a percent of seating capacity	85%	NA	95%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	93%	94%
Items checked out per capita	\$2.78	NA	\$2.92	\$3.06
Cost per item checked out	\$0.32	NA	\$0.33	\$0.34
Turnover rate	7.61	NA	7.72	7.83

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Telephone Services increase for additional automated attendants at 3 branch libraries	0.00	\$1,274
Increase in Indirect	0.00	29,060
Building Management carryover for Gresham	0.00	30,000
General inflation and other miscellaneous changes	0.00	28,767
<b>Total Expenditure Change</b>	<b>0.00</b>	<b>\$89,101</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$131,495
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$131,495</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	36.56	36.56	0.00
Costs	\$1,793,673	\$1,882,774	\$89,101
Less: Program Revenue	<u>1,259,498</u>	<u>1,390,993</u>	<u>131,495</u>
Net Revenue Required	\$534,175	\$491,781	(\$42,394)

1994-95 Budget

Community Services

Medium Branch Libraries

Library

**Description**

Medium Branch Libraries 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 2,371,455 items in FY92-93 for a 10% increase over FY91-92, and answered 141,682 information questions for a 6% increase. An anticipated increase of 6% next year will strain existing library resources such as space, staff, and collections of books and other materials.

Seventy-nine and a half (79.5) hours open per week were added to Medium Branch Libraries' schedules on March 1, 1994. As a result of initiating Smart Check at the same time, and installing automated attendants at each Medium branch library, we have been able to add the additional hours with no increase in staffing.

	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
<b>Key Results</b>				
Children's programs attendance as a percent of seating capacity	85%	NA	89%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	93%	94%
Items checked out per capita	4.06	NA	4.30	4.56
Cost per item checked out	\$0.38	NA	\$0.39	\$0.40
Turnover Rate	6.10	NA	6.19	6.28

**Explanation of Changes**

	FTE's	Dollars
Telephone Services increase for additional automated attendants at nine branch libraries	0.00	\$4,247
Increase in Indirect	0.00	47,173
Adjustment of 0.09 FTE	0.09	0
General inflation and other miscellaneous changes	0.00	71,351
Total Expenditure Change	0.09	\$122,771
Library Fund revenue allocation change due to change in expenditures	0.00	\$201,747
Total Revenue Change	0.00	\$201,747

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	61.21	61.30	0.09
Costs	\$3,033,136	\$3,155,907	\$122,771
Less: Program Revenue	<u>2,129,836</u>	<u>2,331,583</u>	<u>201,747</u>
Net Revenue Required	\$903,300	\$824,324	(\$78,976)

1994-95 Budget

Community Services

Small Branch Libraries

Library

**Description**

Small Branch Libraries 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 229,862 items in FY92-93 for a 10% increase over FY91-92. An anticipated 6% increase in circulation for FY93-94 will strain existing library resources such as space, staff and materials.

Five and a half (5.5) hours open per week were added to each small branch library's schedule on March 1, 1994. Senior Library Assistant hours at each branch increased from .80 to 1.00 FTE. As a result of initiating Smart Check at the same time, and installing automated attendants at each Small branch library, we have been able to add the additional hours with minimal increase in staffing.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Children's programs attendance as a percent of seating capacity	85%	NA	89%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	96%	96%
Items checked out per capita	0.37	NA	0.41	0.43
Cost per item checked out	\$0.48	NA	\$0.50	\$0.52
Turnover rate	5.01	NA	5.08	5.15

**Explanation of Changes**

	<b>FTE's</b>	<b>Dollars</b>
Addition of .20 Senior Library Assistant at each of 2 small branch libraries to cover 5.5 additional open hours of service	0.40	\$16,966
Telephone Services increase for additional automated attendants at 2 small branch libraries	0.00	849
General inflation and other miscellaneous changes	0.00	31,467
<b>Total Expenditure Change</b>	<b>0.40</b>	<b>\$49,282</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$45,435
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$45,435</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	4.90	5.30	0.40
Costs	\$246,541	\$295,823	\$49,282
Less: Program Revenue	<u>173,118</u>	<u>218,554</u>	<u>45,435</u>
Net Revenue Required	\$73,423	\$77,269	\$3,847

1994-95 Budget

# 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.

The Technical Services Division was combined with the Support Services Section to consolidate all library internal services under one division. The Technical Services Director and Supervisor were transferred to the Computerized Book Location System Activity to complete the retrospective conversion of 83,000 uncataloged works to the computerized card catalog. Technical Services staff began applying bar-codes and markings to the outside of books and no longer apply date due slips as a result of the Smart Check program, which began March 1, 1994.

## Action Plan

- Standardize and streamline the books and materials selection process by December 30, 1994, to ensure that materials are selected more efficiently and that they are available more quickly to the public.
- Improve internal support services to library staff by June 30, 1995, to increase employee efficiency and increase their ability to deliver services to the public.
- Implement the remaining recommendations by the outside consultant to improve procedures for cataloging and processing books and materials by December 30, 1994, to ensure that materials are available more quickly to the public.

Explanation of Changes	FTE's	Dollars
Decrease in Personal Services due to 2.0 FTE staff transfers and deletion of 1.5 vacant positions	(3.50)	(\$179,220)
Library Books and Materials increase, including carryover	0.00	101,454
Indirect Cost increase	0.00	74,590
Building Management change, due mainly to carryover of space allocation project	0.00	122,837
Inflation and miscellaneous changes	0.00	93,429
<b>Total Expenditure Change</b>	<b>(3.50)</b>	<b>\$213,090</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$348,444
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$348,444</b>

# Support Services

# Library

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	41.25	37.75	(3.50)
Costs	\$5,217,481	\$5,430,571	\$213,090
Less: Program Revenue	<u>3,663,660</u>	<u>4,012,104</u>	<u>348,444</u>
Net Revenue Required	\$1,553,821	\$1,418,467	(\$135,354)

<b>Budget Trends</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Staffing Levels	37.72	41.25	41.25	37.75
Personal Services	\$1,461,565	\$1,664,707	\$1,664,707	\$1,562,330
Contractual Services	144,441	138,300	138,300	192,900
Materials & Supplies	4,282,402	3,384,824	3,517,799	3,645,691
Capital Outlay	<u>41,945</u>	<u>29,650</u>	<u>29,650</u>	<u>29,650</u>
Total Costs	\$5,930,353	\$5,217,481	\$5,350,456	\$5,430,571
Program Revenues	\$5,207,642	\$3,663,660	\$3,663,660	\$4,012,104
Net Revenues Required	\$722,711	\$1,553,821	\$1,686,796	\$1,418,467

<b>Costs by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Division Management	\$93,609	\$87,965	\$87,965	\$90,286
The Library Collection	2,432,664	2,638,640	2,638,640	2,783,842
Technical Services	1,458,908	1,478,207	1,478,207	1,510,943
Administrative Services and Distribution	<u>1,945,172</u>	<u>1,012,669</u>	<u>1,145,644</u>	<u>1,045,500</u>
Total Costs	\$5,930,353	\$5,217,481	\$5,350,456	\$5,430,571

<b>Staffing by Activity/Service</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Division Management	1.00	1.00	1.00	1.00
The Library Collection	0.00	0.00	0.00	0.00
Technical Services	28.23	31.50	31.50	29.00
Administrative Services and Distribution	<u>8.49</u>	<u>8.75</u>	<u>8.75</u>	<u>7.75</u>
Total Staffing	37.72	41.25	41.25	37.75

## 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 activities of 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.

The Support Services Manager was reclassified to Sr. Library Manager to manage the newly consolidated Support Services Section and Technical Services Division.

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
New Manager transferred from Support Services	1.00	\$81,968
Existing Manager reassigned to Computerized Book Location System (DYNA) Service to manage retrospective conversion project	(1.00)	(88,701)
General inflation, Personal Services changes	0.00	9,054
<b>Total Expenditure Change</b>	<b>0.00</b>	<b>\$2,321</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$4,935
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$4,935</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	1.00	1.00	0.00
Costs	\$87,965	\$90,286	\$2,321
Less: Program Revenue	<u>61,768</u>	<u>66,703</u>	<u>4,935</u>
Net Revenue Required	\$26,197	\$23,583	(\$2,614)

## The Library Collection

Library

**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.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Percent of patrons who find the subject and author they want (Subject and author fill rate)	NA	NA	69%	70%
Percent of patrons who find the title they want (Title fill rate)	NA	NA	61%	63%
Library Collection turnover rate	4.90	NA	5.67	6.00

**Explanation of Changes**

	<b>FTE's</b>	<b>Dollars</b>
Books/materials increase due to carryover and inflation	0.00	\$101,454
Increase in Indirect	0.00	43,748
<b>Total Expenditure Change</b>	<b>0.00</b>	<b>\$145,202</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$203,876
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$203,876</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	0.00	0.00	0.00
Costs	\$2,638,640	\$2,783,842	\$145,202
Less: Program Revenue	<u>1,852,825</u>	<u>2,056,702</u>	<u>203,876</u>
Net Revenue Required	\$785,815	\$727,140	(\$58,674)

Support Services

Technical Services

Library

**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 implemented many internal staff, procedural and work flow changes during FY93-94 as a result of recommendations made by an outside consultant which have resulted in improved processing of library books and materials. In addition, Technical Services now applies bar-codes and other labels to the outside of materials and no longer applies the date due slips as a result of the Smart Check program which began March 1, 1994.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Percent of materials processed within 30 days	NA	NA	86.6%	90.0%
Percent of high demand materials processed within 5 days	NA	NA	100%	100%

**Explanation of Changes**

	<b>FTE's</b>	<b>Dollars</b>
Transfer of Library Technical Supervisor to Computerized Book Location System to work on RECON project	(1.00)	(\$52,337)
Reclassify two Library Clerk 1's to Library Clerk 2	0.00	3,232
New Clerical Supervisor position and eliminating a Library Clerk 1	(0.50)	593
Eliminate vacant .50 Materials Processor and .50 Librarian 2	(1.00)	(38,182)
Professional Services increase to fund vendor supplied cataloging, contracting database authority records cleanup and control after retrospective conversion project complete	0.00	60,200
Other miscellaneous changes	0.00	59,230
<b>Total Expenditure Change</b>	<b>(2.50)</b>	<b>\$32,736</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$78,303
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$78,303</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	31.50	29.00	(2.50)
Costs	\$1,478,207	\$1,510,943	\$32,736
Less: Program Revenue	<u>1,037,981</u>	<u>1,116,284</u>	<u>78,303</u>
Net Revenue Required	\$440,226	\$394,659	(\$45,567)

1994-95 Budget

# Support Services

## Library

# Administrative Services and Distribution

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### 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 130 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.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of book/mail deliveries that arrive on schedule	NA	NA	90.5%	92.0%
Library staff satisfaction with internal services (7 point scale)	NA	NA	4.8	5.0
Cost per Library item delivered	NA	NA	\$.029	\$.029

### Explanation of Changes

Explanation of Changes	FTE's	Dollars
Personal Services decrease - Manager transferred to Support Services Division Management	(1.00)	(\$81,968)
Professional Services decrease: Cut \$7,600 for LAP Retirement Fund, add \$2,000 for new interpretive services required by ADA	0.00	(5,600)
Motor Pool decrease because FY93-94 budget included one-time-only purchase of new delivery van	0.00	(24,966)
Building Management Services change, due mainly to carryover	0.00	122,837
Other miscellaneous changes	0.00	22,528
<b>Total Expenditure Change</b>	<b>(1.00)</b>	<b>\$32,831</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$61,330
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$61,330</b>

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	8.75	7.75	(1.00)
Costs	\$1,012,669	\$1,045,500	\$32,831
Less: Program Revenue	<u>711,086</u>	<u>772,415</u>	<u>61,330</u>
Net Revenue Required	\$301,583	\$273,085	(\$28,499)

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1994-95 Budget

# 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.

Efforts to maximize resources included: streamlining the circulation process through Smart Check; instituting interlibrary loan fees; automated notification to patrons about overdues and holds; continuing the centralization of telephone renewals; creation of a fee-based document delivery service; and increasing donations to the gift fund and for library events. Staff were reassigned to manage the conversion of 83,000 uncatalogued works before the Central move.

## Action Plan

- Review appropriate ways for the Library Department to serve County children and their families through cooperation with Children and Family Service Centers and school district programs, by August, 1994
- Conversion 83,000 reference materials to the Dynix system by June 30, 1995
- Develop and institute a three year Technology Plan by June 30, 1995, so the public receives more information via networked electronic means.

Explanation of Changes	FTE's	Dollars
Increase in Personal Services due to transfer of 2 FTE from Technical Svcs, .68 FTE from Central Borrower's Svcs, increase in temporary, step increases, elimination of 2.10 FTE and M&S for Branch Reference Service	0.58	\$198,689
Increase for day care services and outreach add packages	2.00	152,831
Increase for student support add package	1.50	121,128
Increase for Books 2 U and Families Read Together add packages	1.00	41,518
Increase in Indirect	0.00	79,415
Inflation and miscellaneous changes	0.00	22,197
<b>Total Expenditure Change</b>	<b>5.08</b>	<b>\$615,778</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$564,715
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$564,715</b>

# Systemwide Public Services

# Library

<b>Budget Changes</b>		<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>	
Staffing Level		49.34	54.42	5.08	
Costs		\$2,998,577	\$3,614,355	\$615,778	
Less: Program Revenue		<u>2,105,569</u>	<u>2,670,284</u>	<u>564,715</u>	
Net Revenue Required		\$893,008	\$944,071	\$51,063	
<b>Budget Trends</b>		<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Staffing Levels		20.17	49.34	49.34	54.42
Personal Services	\$864,780	\$2,006,072	\$2,006,072	\$2,371,005	
Contractual Services	78,719	103,000	103,000	162,086	
Materials & Supplies	499,275	780,695	780,695	962,264	
Capital Outlay	<u>59,853</u>	<u>108,810</u>	<u>108,810</u>	<u>119,000</u>	
Total Costs	\$1,502,627	\$2,998,577	\$2,998,577	\$3,614,355	
Program Revenues	\$1,319,507	\$2,105,569	\$2,105,569	\$2,670,284	
Net Revenues Required	\$183,120	\$893,008	\$893,008	\$944,071	
<b>Costs by Activity/Service</b>		<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Revised</b>	<b>1994-95 Budget</b>
Entrepreneurial Activities	\$0	\$63,232	\$63,232	\$66,199	
Volunteer Services	80,395	64,399	64,399	71,290	
Systemwide Borrower's Services	0	330,032	330,032	355,495	
Systemwide Reference Services	0	848,138	848,138	784,063	
Computerized Book Location Service	547,295	581,010	581,010	903,351	
Communication with the Public	344,388	470,948	470,948	483,319	
Services for Target Populations	<u>530,549</u>	<u>640,818</u>	<u>640,818</u>	<u>950,638</u>	
Total Costs	\$1,502,627	\$2,998,577	\$2,998,577	\$3,614,355	

# Systemwide Public Services

# Library

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	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>
<b>Staffing by Activity/Service</b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Revised</u></b>	<b><u>Budget</u></b>
Entrepreneurial Activities	0.00	0.75	0.75	0.75
Volunteer Services	1.45	1.25	1.25	1.25
Systemwide Borrower's Services	0.00	8.14	8.14	8.82
Systemwide Reference Services	0.00	18.76	18.76	16.66
Computerized Book Location Service	4.47	4.50	4.50	6.50
Communication with the Public	3.58	4.75	4.75	4.75
Services for Target Populations	<u>10.67</u>	<u>11.19</u>	<u>11.19</u>	<u>15.69</u>
Total Staffing	20.17	49.34	49.34	54.42

Systemwide Public Services

# Entrepreneurial Activities

Library

**Description**

The purpose of Entrepreneurial Activities is to raise funds, from sources other than taxes, which could be used for library purposes. While a variety of activities are contemplated for FY94-95, many are predicated on the hiring of a Marketing Director. This position will be funded either by grant or accumulated revenues from FY93-94 increases in fees and fines and entrepreneurial activities that can be put in place before the Marketing Director is hired. The only entrepreneurial activity currently in place is the library used 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 4% (101,000) next year will continue to add to the workload of volunteers and the Title Wave manager.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of satisfied Title Wave Bookstore customers	NA	NA	99%	99%
Entrepreneurial revenues net of direct costs	\$165,821	\$156,854	\$148,697	\$154,588

Explanation of Changes	FTE's	Dollars
Inflation and miscellaneous changes	0.00	\$2,967
Total Expenditure Change	0.00	\$2,967
Library Fund revenue allocation change due to change in expenditures	0.00	\$4,507
Total Revenue Change	0.00	\$4,507

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	0.75	0.75	0.00
Costs	\$63,232	\$66,199	\$2,967
Less: Program Revenue	<u>44,401</u>	<u>48,908</u>	<u>4,507</u>
Net Revenue Required	\$18,831	\$17,291	(\$1,540)

Systemwide Public Services

Volunteer Services

Library

**Description**

The purpose of Volunteer Services is to manage the systemwide volunteer program. The main responsibility is to enhance library services by furnishing volunteer support to library staff and residents of Multnomah County. Volunteer Services recruits, interviews, registers and places volunteer and acknowledges the contributions of the volunteers in 14 branch libraries, Central Library, Library Administration building, Old Town Reading Room, and Title Wave Bookstore.

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.

Volunteer Services continues to aggressively pursue the recruitment and placement of additional volunteers. Increasing the assistant position from half to full time in this fiscal year has allowed for more focused recruiting in all areas, including support for the Smart Check transition, assistance with barcode projects, and user surveying and output measurements.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Percent change in volunteer hours	8% 31,347 hrs	NA	10% 34,481 hrs	10% 37,929 hrs

**Explanation of Changes**

	<b>FTE's</b>	<b>Dollars</b>
General inflation and other miscellaneous changes	0.00	\$6,891
<b>Total Expenditure Change</b>	<b>0.00</b>	<b>\$6,891</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$7,449
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$7,449</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	1.25	1.25	0.00
Costs	\$64,399	\$71,290	\$6,891
Less: Program Revenue	<u>45,220</u>	<u>52,669</u>	<u>7,449</u>
Net Revenue Required	\$19,179	\$18,621	(\$558)

Systemwide Public Services

# Systemwide Borrowers' Services

Library

**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.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Telephone renewal circulation per capita	1.49	NA	1.64	1.72
Cost per telephone renewal	NA	NA	\$0.14	\$0.13
Percent of reserved materials delivered to patrons within 7 days	NA	NA	54%	55%
Cost per patron contact for overdue materials	\$0.42	NA	\$0.14	\$0.11

**Explanation of Changes**

	<b>FTE's</b>	<b>Dollars</b>
Personal Services increase - transferred .60 from Central Circulation Services to Renewal Telephone line to handle increased volume of calls	0.68	\$17,557
Equipment decrease - one-time-only purchase of telephone notification system equipment	0.00	(10,450)
General inflation and other miscellaneous changes	0.00	18,356
<b>Total Expenditure Change</b>	<b>0.68</b>	<b>\$25,463</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$30,895
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$30,895</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	8.14	8.82	0.68
Costs	\$330,032	\$355,495	\$25,463
Less: Program Revenue	<u>231,745</u>	<u>262,640</u>	<u>30,895</u>
Net Revenue Required	\$98,287	\$92,855	(\$5,432)

1994-95 Budget

# Systemwide Public Services Systemwide Reference Services Library

## 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 Branch Reference Service; transmits 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.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Telephone reference completion rate	NA	NA	73%	75%
Percent of interlibrary loan documents delivered to patron within 30 days	NA	NA	80%	80%
Branch reference service reference completion rate	NA	NA	75%	80%

Explanation of Changes	FTE's	Dollars
Personal Services decrease due to elimination of the Branch Reference Service program	(2.10)	(\$63,056)
General inflation and other miscellaneous changes	0.00	(1,019)
Total Expenditure Change	(2.10)	(\$64,075)
Library Fund revenue allocation change due to change in expenditures	0.00	(\$16,288)
Total Revenue Change	0.00	(\$16,288)

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	18.76	16.66	(2.10)
Costs	\$848,138	\$784,063	(\$64,075)
Less: Program Revenue	<u>595,554</u>	<u>579,265</u>	<u>(16,288)</u>
Net Revenue Required	\$252,584	\$204,798	(\$47,786)

## Systemwide Public Services

# Computerized Book Location

Library

### 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.

The Director of Technical Services and the Technical Services Supervisor were transferred to the Computerized Book Location System program to manage and complete a special two-year Retrospective Conversion (RECON) project: the conversion of approximately 83,000 uncatalogued works from the Library's reference, Oregon, Wilson and music scores collections to the computerized card catalog.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Dynix uptime for the public	99.0%	NA	99.7%	99.8%
Library's cost per dialup access	\$0.018	NA	\$0.015	\$0.015
Percent of library collection available via Dynix	78%	NA	85%	90%

Explanation of Changes	FTE's	Dollars
RECON project costs are transferred from Technical Services	2.00	\$245,591
Professional Services increase to provide technical expertise for continued network expansion	0.00	16,000
Communications increase to add number of dial-in phone lines and upgrade data lines between branches	0.00	10,435
Capital increase for circulation stations that provide support for new circulation procedures and improve data communications for branches; new uninterruptable power supply battery required	0.00	24,990
Indirect Cost Increase	0.00	27,293
General inflation and other miscellaneous changes	0.00	(1,968)
<b>Total Expenditure Change</b>	<b>0.00</b>	<b>\$322,341</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$259,416
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$259,416</b>

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	4.50	6.50	2.00
Costs	\$581,010	\$903,351	\$322,341
Less: Program Revenue	407,979	667,395	259,416
Net Revenue Required	\$173,031	\$235,956	\$62,925

1994-95 Budget

Systemwide Public Services

Communication with the Public

Library

**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 2 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.

The Library's 1994 CHECK IT OUT! celebration has attracted contributions from corporate sponsorships totaling 57 percent more than in 1993. In February 1994, this service began printing an estimated 3.5 million additional items annually due to Smart Check.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Print Shop production average turnaround time	NA	NA	3.7 days	3.7 days
Percent of patrons who rate library publications useful	NA	NA	60%	70%
Newspaper inches per news release/press contact	21	NA	22	23

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Printing increase to produce 3.5 million more items for Smart Check	0.00	\$12,875
Postage decrease - accuracy of mailing list has improved and return postage option on annual fundraiser was eliminated	0.00	(26,600)
General inflation and other miscellaneous changes	0.00	26,096
<b>Total Expenditure Change</b>	<b>0.00</b>	<b>\$12,371</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$26,381
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$26,381</b>

<b>Budget Changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	4.75	4.75	0.00
Costs	\$470,948	\$483,319	\$12,371
Less: Program Revenue	<u>330,695</u>	<u>357,076</u>	<u>26,381</u>
Net Revenue Required	\$140,253	\$126,243	(\$14,010)

Systemwide Public Services

# Services for Target Populations

Library

**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; books by mail; Old Town Reading Room; children and teen services; day care services; and operation of a telephone translation service (AT&T Language Line).

The library serves all the people of Multnomah County. People with special needs require special services tailored to meet their needs. This requires designing and delivering age appropriate services and materials, being able to communicate with non-English speaking users, and taking or sending materials to those who cannot come into branches or who cannot use conventional materials.

Grant program services decreased as projects were completed, and outreach to day care centers was improved with staffing increases.

<b>Key Results</b>	<b>1992-93 Actual</b>	<b>1993-94 Adopted</b>	<b>1993-94 Estimated</b>	<b>1994-95 Projected</b>
Cost per patron served by outreach services	\$4.59 78,840	\$4.86 78,840	\$4.86 78,840	\$5.10 78,840
Percent of day care centers served by Library Day Care Services	30%	26%	26%	60%
Number of contacts with children and teens through specially targeted programs outside of the library	35,090	NA	43,000	50,000
Number of contacts with teens through specially targeted library programs held in libraries	6,000	NA	7,500	10,000

<b>Explanation of Changes</b>	<b>FTE's</b>	<b>Dollars</b>
Personal Services increase of 4.5 FTE due to add packages	4.50	\$151,439
Equipment decrease - one-time-only Grant Program equipment	0.00	(14,800)
Books and Materials increase due to add packages	0.00	106,500
General inflation and other miscellaneous changes	0.00	66,681
<b>Total Expenditure Change</b>	<b>4.50</b>	<b>\$309,820</b>
Library Fund revenue allocation change due to change in expenditures	0.00	\$252,355
<b>Total Revenue Change</b>	<b>0.00</b>	<b>\$252,355</b>

<b>Budget changes</b>	<b>1993-94 Adopted</b>	<b>1994-95 Budget</b>	<b>Change</b>
Staffing Level	11.19	15.69	4.50
Costs	\$640,818	\$950,638	\$309,820
Less: Program Revenue	449,976	702,331	252,355
Net Revenue Required	\$190,842	\$248,307	\$57,465

1994-95 Budget

# Library Enterprise Fund

Library

## Description

This fund is used to account for all revenues received by the Library that were recommended by the Library Entrepreneurial Initiatives Team. Certain existing revenues were increased and other new revenue sources were added.

Explanation of Changes	FTE's	Dollars
This fund is new and is budgeted for the first time. Marketing Manager and associated costs	0.50	\$39,762
The balance of the fund is tentatively budgeted for Books and Materials	0.00	1,693
Total Expenditure Change	0.50	\$41,455
Beginning Working Capital	0.00	\$10,000
Service Charges	0.00	13,971
Copy Machine Sales	0.00	17,484
Total Revenue Change	0.00	\$41,455

Budget changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	0.00	0.50	0.50
Costs	\$0	\$41,455	\$41,455
Less: Program Revenue	0	41,455	41,455
Net Revenue Required	\$0	\$0	\$0