

# Library

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## Vision

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

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

What follows is a view of the Multnomah County Library twenty years from now, written as if it were already 2018.

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

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

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

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

Residents of Multnomah County love their libraries, and continue to find excellent value for their tax dollars there.

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## Budget Overview

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Approved Budget</u>	<u>Difference</u>
Staffing FTE	319.57	323.33	323.33	454.91	131.58
Departmental Costs	\$24,546,600	\$26,825,096	\$51,130,134	\$39,096,577	(\$12,033,557)
External Revenues	\$15,011,866	\$20,148,929	\$43,515,032	\$21,344,252	(\$22,170,780)
General Fund Support	\$9,534,734	\$6,676,167	\$7,615,102	\$17,752,325	\$10,137,223

## 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.

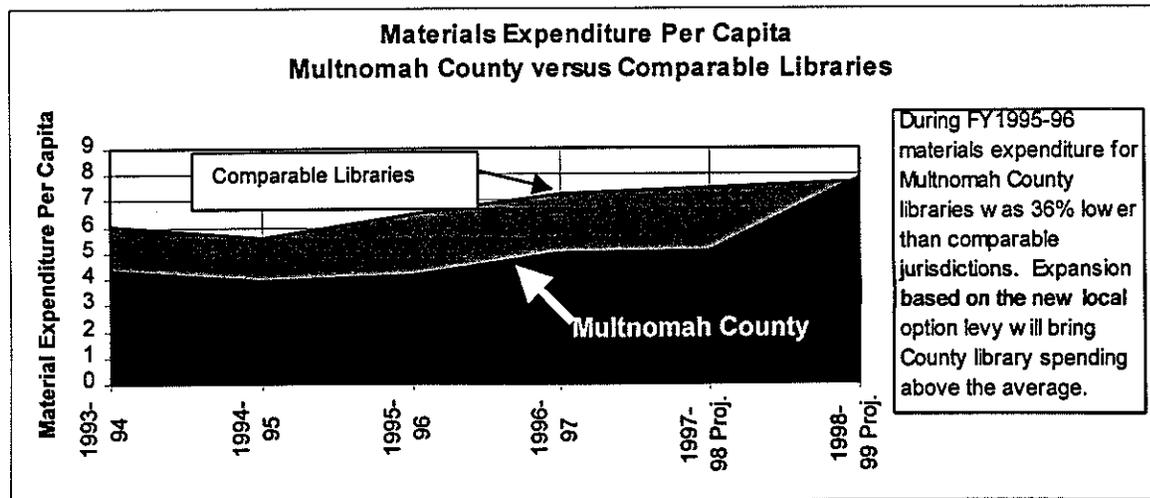
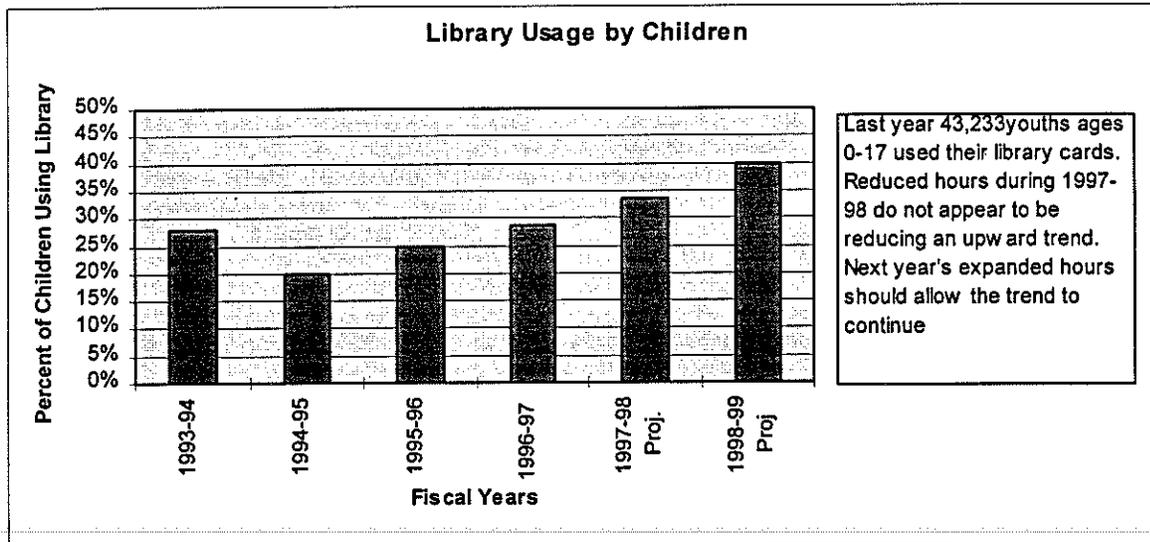
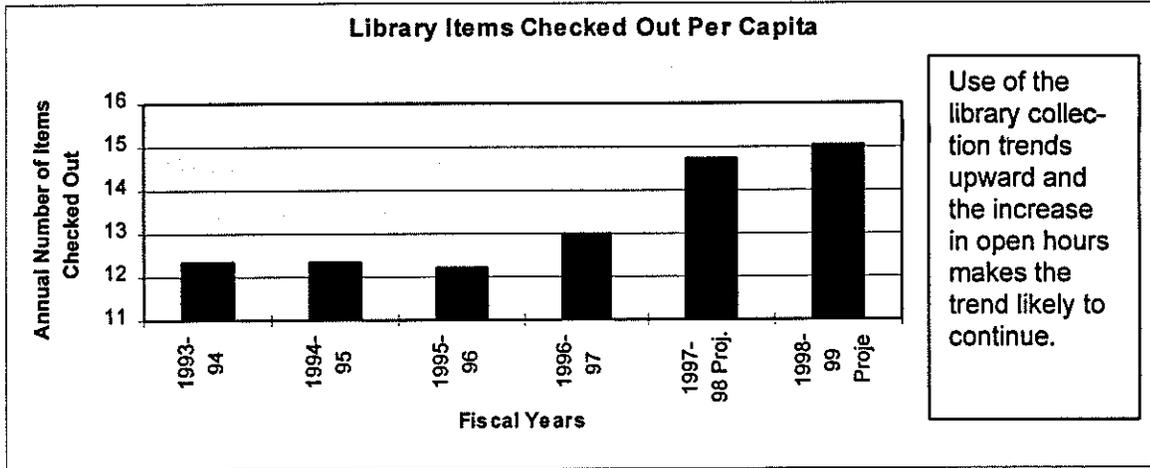
Library patrons will experience service enhancements in the following areas in 1998-99:

- Open hours will be increased substantially at all locations.
- Four new locations will be opened.
- The budget for books and other library materials will be increased by 60% from the 1997-98 level.

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

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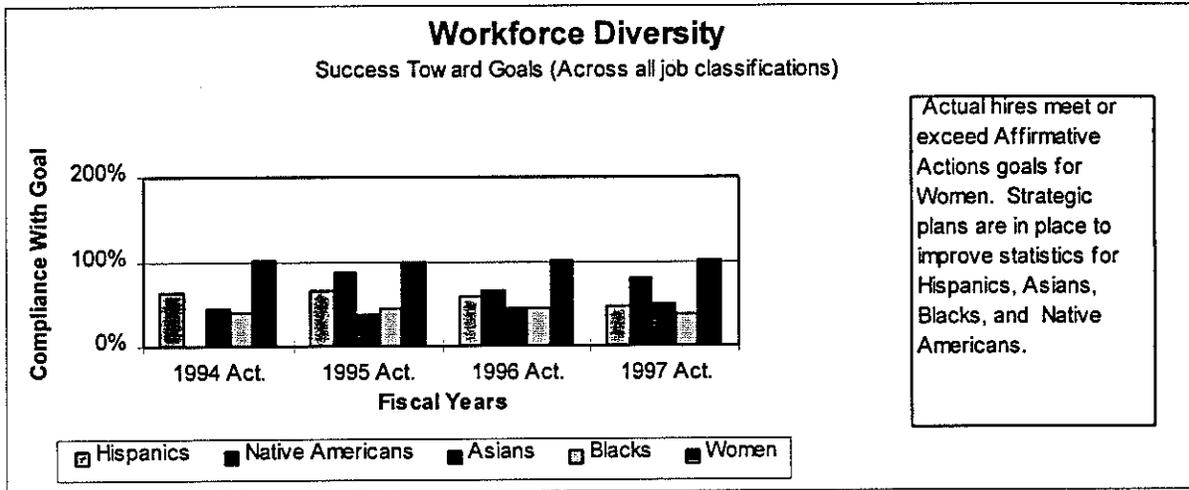
## Performance Trends



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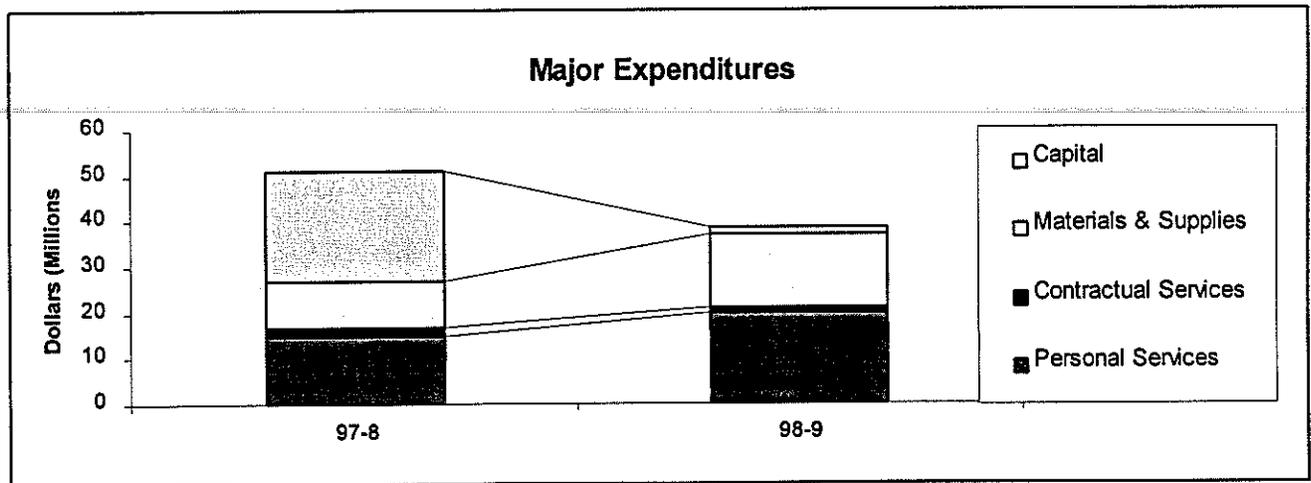
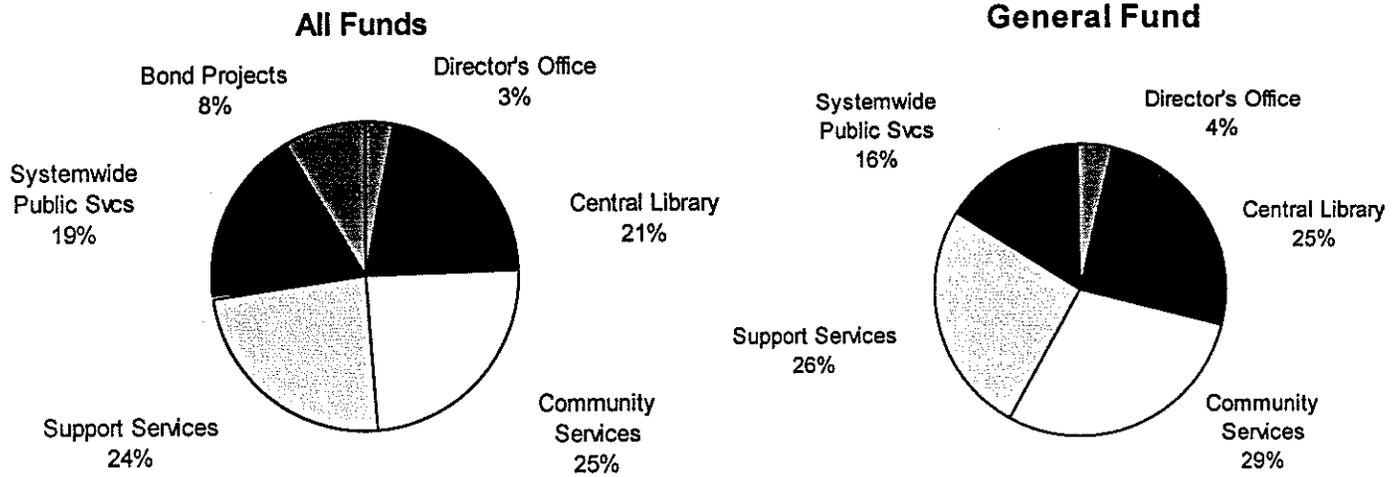
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## Expenditure Graphs



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<b><u>Budget Trends</u></b>	1996-97	1997-98	1997-98	1998-99	<b><u>Difference</u></b>
	<b><u>Actual</u></b>	<b><u>Current Estimate</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Adopted Budget</u></b>	
Staffing FTE	319.57	323.33	323.33	454.91	131.58
Personal Services	\$14,225,754	\$14,344,772	\$14,850,059	\$19,837,391	\$4,987,332
Contractual Services	\$859,267	\$684,991	\$1,817,340	\$1,162,350	(654,990)
Materials & Supplies	\$8,558,694	\$8,432,208	\$10,321,754	\$16,531,036	6,209,282
Capital Outlay	\$902,885	\$3,363,125	\$24,140,981	\$1,565,800	<u>(22,575,181)</u>
<b>Total Costs</b>	<b>\$24,546,600</b>	<b>\$26,825,096</b>	<b>\$51,130,134</b>	<b>\$39,096,577</b>	<b>(\$12,033,557)</b>
Program Revenues	\$15,011,866	\$20,148,929	\$43,515,032	\$21,344,252	(\$22,170,780)
General Fund Support	\$9,534,734	\$6,676,167	\$7,615,102	\$17,752,325	\$10,137,223

<b><u>Costs by Division</u></b>	1996-97	1997-98	1997-98	1998-99	<b><u>Difference</u></b>
	<b><u>Actual</u></b>	<b><u>Current Estimate</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Adopted Budget</u></b>	
Director's Office	\$792,226	\$666,626	\$626,451	\$1,226,423	\$599,972
Central Library	5,884,511	6,297,919	6,427,467	8,319,247	1,891,780
Community Services	6,292,074	6,398,228	6,784,693	9,545,363	2,760,670
Support Services	5,653,787	5,873,275	6,229,761	9,297,792	3,068,031
Systemwide Pub Svc	4,177,509	4,297,923	4,067,464	7,393,505	3,326,041
Bond Projects	<u>1,746,493</u>	<u>3,291,125</u>	<u>26,994,298</u>	<u>3,314,247</u>	<u>(23,680,051)</u>
<b>Total Costs</b>	<b>\$24,546,600</b>	<b>\$26,825,096</b>	<b>\$51,130,134</b>	<b>\$39,096,577</b>	<b>(\$12,033,557)</b>

<b><u>Staffing by Division</u></b>	1996-97	1997-98	1997-98	1998-99	<b><u>Difference</u></b>
	<b><u>Actual</u></b>	<b><u>Current Estimate</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Adopted Budget</u></b>	
Director's Office	4.74	3.84	3.84	9.40	5.56
Central Library	108.93	111.31	111.31	152.16	40.85
Community Services	114.09	113.50	113.51	173.40	59.89
Support Services	36.36	40.25	40.25	48.75	8.50
Systemwide Pub Svc	54.27	52.43	52.43	69.20	16.77
Bond Projects	1.184	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>319.57</b>	<b>323.33</b>	<b>323.33</b>	<b>454.91</b>	<b>131.58</b>

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## Issues

### 1. Redesigning Library Services in Response to Voter Approved Funding Increase

When voters approved the five year operating levy in November 1997, they approved restoring hours of service back to the level they had approved in the May 1996, levy and beyond. Not only will libraries be open at least 53 hours per week, they will be open at least six days a week. All libraries will be open Sunday afternoons. Hours of service will increase over 60% in the existing branches.

Providing the increased services and other service enhancements, including four new service agencies will require the equivalent of 131.58 FTE in new employees. These employees must be recruited, selected, hired, and trained. Library staff believe adequate staff for reference and children's services is essential for each site. The community has clearly indicated that hours of availability are of paramount concern. To maximize hours while at the same time providing the full range of services, management is looking at extending the use of the Library Assistant classification in the branches as a way to provide these services.

All new staff will need training on automated systems and electronic reference services. As branches are renovated, they will be equipped at the same level as Midland and Central. Current staff also will need additional training so they can use the new services and assist patrons in using them. Both an initial training push and more ongoing training will be required as these branch staffs are brought on board with these products.

Additional automated systems require more computer support staff. These employees must also be recruited and trained and must also receive continuing training as systems and components change.

Another planning and management issue facing the Library will be space and work flow. Additional staff at all levels will put considerable strain on office and work room spaces. The Administration Building's second floor will be renovated to house more workers and cubicle space at Central will be double-assigned to accommodate additional reference personnel. Most staff will find themselves working under more crowded conditions.

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## 2. Branch Renovation Project

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

- repairing all deteriorated branch libraries;
- upgrading library computer systems; and
- Major renovation and/or construction of four specific branches that had been identified as having serious deficiencies (Hollywood, Hillsdale, St. Johns and Belmont).

Multnomah County Facilities Management staff and their consultants conducted a physical assessment of each branch library (except the new Midland Branch) to determine the physical condition of each building and its architectural, mechanical, and electrical systems. At the same time, a Library consultant conducted a functional assessment of each branch, focusing on programmatic aspects of library service. Analysis of these studies led to the following conclusions:

1. That there should be no consolidation of branches; and
2. That all branches (except Midland) be renovated, repaired, or replaced.
  - Two branches (Hollywood and Hillsdale) will be replaced with larger facilities on new sites and one branch (Woodstock) with a slightly larger facility on its current site;
  - Belmont will be expanded (this is contingent on being able to purchase the property to the north of the existing branch);
  - The other nine branches (Albina, Capitol Hill, Gregory Heights, Gresham, Holgate, North Portland, Rockwood, St. Johns, and Sellwood) will be renovated;
  - The second floor of the Library Administration Building will be renovated.

Because of the extent of the work, all but one of the branches that are renovated will be closed during the construction. (Gresham Regional Library is the exception). Branch renovation projects will be phased so that adjacent branches will not be closed at the same time. In budgeting, we have assumed no temporary replacement libraries when branches are closed for renovation.

Significant money will be spent for improvements in technology at all new and renovated branches.

The first branches to be renovated are St. Johns (one of the four branches named specifically in the bond measure), Gregory Heights, Albina and Woodstock. Work on these

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branches will begin in fall 1998. Gregory Heights and Albina are projected to re-open in the 1998-99 fiscal year; St. Johns and Woodstock in fall 1999.

### 3. Services to Schools and School Age Children

Library services to school-age children, their families, and their caregivers continue as a response to the County high school completion benchmark and as a major Library priority as well. The Library continues to expand its services to children so they can do well in school, complete school, and develop the habit of reading and utilizing information throughout their lives. Entering school with strong ready-for-reading behaviors is the foundation for acquiring strong reading skills and having strong reading skills is a primary predictor of school success.

The Library provides services to school age children in library buildings, in schools throughout the county, and in other locations. The basic building blocks of these services are the Library's extensive collection of library materials for children and its trained staff of youth services specialists. The Library provides other resources as well.

- Last fiscal year, network connections were made to all ten school districts in Multnomah County. Additional computing capacity was purchased, using 1996 Library bond proceeds, so that the library would be able to handle direct connections by students and teachers in classrooms throughout the county. As individual schools become connected and the demand increases, this capacity will expand. At the urging of district and Multnomah Educational Service District (MESD) personnel a technology trainer position, earmarked just for work with schools, was created.
- The School Corps was begun in 1997-98 to further extend the Library's capacity to serve students and schools. Five youth services librarians (including the school technology trainer) are available to work intensively with the 218 schools in the county to promote library resources. During the first five months of the project (September-January), the School Corps contacted 112 schools and provided information or training to 5,172 students and teachers. The Great Library Card Campaign, held during the Fall of 1997, resulted in 8,030 new library cards being issued, with some schools reporting that 100% of their students, faculty and staff have signed up for library cards.

The School Corps librarians have created nationally recognized web sites geared specifically for students (Homework Center), home-schoolers, teens (OuterNet), and elementary school children (KidsPage). They have created "webliographies" for teachers on specific instructional topics and have instructed students and teachers on how to do library research using the on-line catalog, magazine articles database, and the web.

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- Reading for fun and personal enrichment is fostered through the volunteer-based project Books 2 U. This project, begun in 1994, has now been extended to 67 classrooms in 30 schools. Twenty volunteers "book talk" to students in grades 3-5 in schools with high numbers of socio-economically disadvantaged students in order to entice them to read. As reading skills improve and students come to find joy in reading for personal fulfillment, school success and the likelihood of school completion follow. The Library plans to extend this program in 1998-99 to reach a total of 40 elementary schools.
- Formal relationships with schools include the Parkrose cooperative project, which will culminate in the opening of public library services in the Parkrose High School Library in the Fall of 1998. A second cooperative project is with the Corbett School District. This will involve assisting the Corbett schools in developing services and connections to the public library system so local patrons can use the school libraries to find public library materials. A pilot project will soon be underway with the MESD to provide delivery of materials between the public library system and various schools in the county. Gresham Barlow will be the pilot district. Once the bugs are worked out with the pilot project, we envision being able to provide increased availability of public library materials to the other districts throughout the county.
- The Juvenile Justice Outreach program brings library services to youth aged 12-18 detained at the Multnomah County Juvenile Detention Center, and to the on-site Donald E. Long School, administered by the MESD. Program components with different strategies and library materials address the youths' reading motivation, student electronic access to library resources, the availability of materials that promote healthy life choice, and programs and materials about realistic career options. This program, which will reach 3,678 youth in its first year, is funded by the Oregon State Library under the Federal Library Services and Technology Act. A second grant, which will reach an additional 491 youth, has already been approved and will continue these services next fiscal year at the Multnomah County Juvenile Detention Center and provide similar services to youth at six residential programs.

## 4. New Branch Libraries

Multnomah County Library is planning to open three new library branches in 1998-99 and provide new library services in Corbett. The 1997 levy included funding for three new branch libraries: Parkrose, Northwest Portland, and another East County presence in the Wood Village/Troutdale/Fairview area, and funds for public library services to the Corbett community using the Corbett School District buildings.

For several years, Parkrose School District and Multnomah County Library staffs have been working on the development of a joint school/public cooperative facility at Parkrose High School. The plan has been for the building to operate as a school library during school hours and as a public library during non-school hours. The new school library

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building was designed with features that would allow it to serve as a public library (for example, a separate entrance from the parking lot, a bookdrop, etc.). The passage of the library local option levy insures funding for the Parkrose project, and the Library and school district are moving forward with plans for the cooperative library to be in place with the beginning of the 1998-99 school year. Users of the facility will follow the rules and policies of the school district during school hours and those of the Multnomah County Library during the public library hours. This presents potential conflicts in operation and will require close attention during the startup period.

The Library is planning to open a 5,000-6,000 square foot branch library in a rented building in Northwest Portland during 1998-99. The branch will have about 30,000 volumes, and be open the same hours as the other medium-sized branches (6 days per week, 53 hours). After a suitable site is acquired, Facilities Management estimates that it will take about 6 months to do tenant improvements. The time frame for acquiring an opening day collection of books and other library materials is 6-8 months.

The Library is also planning to open a new branch of about 3,000 square feet in East Multnomah County, somewhere in the Wood Village/Fairview/Troutdale area. This will also be a rented property, housing about 15,000 volumes. This branch will be open the same hours as branches of a comparable size (6 days a week, 53 hours). We estimate that it will take 6-8 months to do tenant improvements and acquire an opening day collection.

In Corbett, the Library will work with members of the community and the school district to develop a list of options for public library services. Services might include: access to the Library's on-line catalog; a pick-up and return location for holds placed on the Library's catalog; preschool storytimes; or programming for children and young people.

## 5. Technology

The Library is the primary intermediary to electronic information for many, particularly those unable to afford their own computers, modems, and other entry points to the world of digital information. Those with access to digital information sources and hardware expect the Library to provide information and services using these devices and techniques. Those without may have no other way to reach this information.

Reception to the public access PCs at Midland and Central has been very positive and very demanding. People expect to find such resources and make heavy use of them. They also bring constant and complex training needs to our staff members, who themselves must continually update their skills as resources change and evolve and as equipment requirements modify what it is possible to do.

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The decision to have trained technology trainers on staff to provide public and staff training and to have a training capability at both the Central and Midland libraries has paid off. Thousands of users have received training and this library system has avoided most of the negative response other libraries have experienced when new technology has been introduced.

As each branch building is renovated, public access "dumb" terminals will be replaced with PCs. These will provide integrated access to the Library's catalog, full-text magazine articles, CD-ROMS, and the World Wide Web. High-speed data lines will link all branches and the central computer room and additional capacity for public usage will be obtained. The overall goal is to make access to information, both within the library system and elsewhere, as seamless and painless for the library user as possible and to make this access equal throughout the library system by the time the branch renovations are completed.

As new technology becomes available at the branches, we will prepare training activities for staff members (who will be using equipment and software for the first time), and for patrons so that the community's acceptance of these resources continues to be positive.

Library staff and management continue to be challenged to prepare positive, supportive usage guidelines and policies and to provide the security necessary to minimize our system's vulnerability to vandalism and sabotage.

The Library, the Library Board, the Board of County Commissioners, and the voters have made a joint decision and commitment to continue to develop technological capabilities in order to provide a wide range of types and formats of information to Multnomah County. The goal of expanding the Library's capabilities was set in the Library's Long Range Plan and the blueprint for achieving the goal was detailed in the Automation Plan.

Some proceeds from the 1996 general obligation bond will be used to implement the Automation Plan. However, changes in the State constitution make future purchases of equipment with bond proceeds unlikely. As a result maintaining this capital asset is now a requirement to be funded with operating revenues. The 1998-99 budget uses over \$1.5 million from the local option levy for computer equipment in the Library system.

The last year has seen considerable national discussion about whether public PCs which access the Internet should be filtered and, if so, how and to what extent. The Library has watched this discussion closely but has taken the position of most public libraries: not to filter. We have taken this position because of concerns about the possible abridgement of First Amendment rights and because of the current lack of technology to accurately and precisely accomplish the desired end. Citizens of Multnomah County have expressed little interest in this issue to date. More concern may be raised when additional PCs are placed in branches where there is less ability to effectively shield private activities and where there is less distinction between adult and children's areas.

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## Oregon Quality Assessment Summary

The Library focused on three priority areas for improvement:

- Devise measures for creating accountability in reference services, customer satisfaction and managerial behaviors
- Develop appropriate quality criteria for suppliers and incorporate effective feedback mechanisms within the organization
- Increase staff awareness at all levels of the library's mission, values and plans

### Creating Accountability Measures

Substantial work has begun in devising ways to create accountability, but substantial work still remains and efforts must continue. The Reference Committee is working on tying Core Competencies (for those who provide reference services) to the Reference Services Policy and Reference Excellence documents written by staff several years ago. The principles embodied in these documents were applied as new Reference and Youth Librarians were evaluated and selected during the early part of 1997-98. This evaluation and selection process was the most staff-inclusive hiring process the Library has ever conducted. Reference staff evaluated applications and answers to supplemental questions, sat in on interview and skills testing panels, and worked closely with managers on making final hiring decisions. They are also working with managers to evaluate the success of the new hires and to hear from the new hires how they feel their job environment is matching with the expectations presented during their orientation.

A formal orientation process was designed by the library's Executive Team and RESULTS Council. New hires were oriented during a three-hour session and existing staff received many of the same materials so they would know what was being presented. Key new documents included: "Responsibilities and Accountabilities of Multnomah County Library Employees" (providing excellent service to internal and external customers is at the top of the list), the goals of staff orientation (so that all staff understood them), and a matrix showing all elements of orientation (County, departmental, work-site) during the employee's probationary period. In addition, peer and RESULTS Council mentors were assigned to each new librarian to provide support in the work site and a more personal introduction to the RESULTS environment and philosophy.

During the last year, library management at Central has changed. Deputy Director Ruth Metz has worked with the new Associate Directors and other work groups to develop new ways of doing their work and organizing their approach. These new ways have included collaborating to formalize "initiatives" statements around major service or project areas. Examples include the Central Reference Plan of Service and the Automation Services Ac-

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tion Plan for the year. These initiative documents are designed to formally lay out work plans, analyze available resources, and provide a way for workers and managers to remain accountable.

Line staff and RESULTS Council members were also heavily involved in the evaluation and selection of the three new Central Associate Directors and the new manager of the Gresham Regional Library.

## **Developing Quality Criteria for Suppliers**

The technology vendor conferences held prior to and just after the opening of Central in the spring of 1997 proved invaluable in ensuring a smooth opening. All involved, including the vendors, agreed that the preparation paid off. Relationships were forged that have proved useful in solving the problems that inevitably arise when large numbers of the public use computer equipment. The model developed from that experience has carried over into branch renovation planning activities. Library staff have met again with Ameritech, the Library's main automation provider, and are planning a meeting to discuss various issues with a nationally recognized public library automation consultant. Work continues on developing staff levels and protocols that will accurately track equipment failures and hold vendors accountable for providing quick and accurate resolution to problems.

## **Increasing Staff Awareness**

Communications with the staff and various staff work groups have become enhanced through the development of the library's intranet. Still very much in its infancy, the site provides a centralized place for key communications (All Agency memos, committee minutes, etc.), policies and procedures manuals, "foundation documents" (e.g., the RESULTS Roadmap, Library Long Range Plan, Automation Plan, Responsibilities and Accountabilities Statement), information about trials on electronic information resources, forms, and so on.

The RESULTS Council took on the task of mentoring new hires (librarians are the pilot group). In January, 1998, past and present Council members began meeting with new librarians to provide basic RESULTS documents and articles, answer questions, and follow up with them to be sure what we say we expect of each other and what we really do is in congruence. This activity coupled with the orientation activities should provide additional awareness of the library's mission, values and plans.

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## Budget Highlights:

This budget represents a substantial increase in library services for the citizens of Multnomah County in response to the passage of a five-year library levy in November of 1997.

Significant changes include:

- Expanded hours at all existing locations totaling an overall increase of 60% throughout the system;
- The opening of four new service locations: two new branches (Northwest, East County) and two cooperative projects with schools (Parkrose, Corbett);
- Increasing total hours of service by 120%;
- Increasing the Books and Materials budget approximately 60%;
- Increasing outreach programs to children (Spanish Language Outreach, Juvenile Justice Outreach) and expanding existing programs (Family Childcare, Books 2 U);
- Adding services to the homeless through Library Outreach Services;
- Increasing supplies and capital purchases under Automation Services, reflecting the transfer of expenditures from the 1996 bond back to the operating budget and the continuation of the work outlined in the Automation Plan;
- Continued organizational changes to the management structure of the Central Library;
- An increase of 131.58 FTE.

Hours Open Each Week		
Branch	1997-98 Hours	1998-99 Hours
Central	38.5	69.5
Gresham	38.5	64.0
Midland	38.5	64.0
Albina	30.0	53.0
Belmont	38.5	53.0
Capitol Hill	30.0	53.0
Gregory Heights	30.0	53.0
Hillsdale	38.5	64.0
Holgate	30.0	53.0
Hollywood	38.5	64.0
North Portland	38.5	53.0
Rockwood	30.0	53.0
St. Johns	38.5	53.0
Sellwood-Moreland	30.0	53.0
Woodstock	38.5	53.0
Total	526.5	855.5

## 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.

Fiscal year 1997-98 has been marked both by the reduction in services necessitated by Measures 47/50 and the prospect of rebuilding and expanding services in 1998-99 because of the successful voter approved levy passed in November 1997. Substantial administrative time has been focused on both efforts.

The Library Foundation met its ambitious fund-raising target by raising \$2 million in 1996-97 and has set a yearly target of \$3 million for subsequent years. The Campaign for a Great Library has an overall goal of raising \$19 million by the end of 2002.

Major efforts to redesign the Library's management structure in order to implement the transformational goals of the RESULTS effort are another major administrative activity.

## Action Plans

- Implement redesign of provision of library services in response to voter-approved funding increase.
- Work with Friends of the Library and the Library Foundation to raise \$3 million annually.
- Continue bond project related to branch renovations, new branch buildings, and technology upgrades throughout the system.
- Continue community partnerships and new initiative to expand library services at Corbett, Parkrose, East County, and Northwest Portland.

## Significant Changes - Revenues

No significant changes

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Adds five new positions to do statistical, project, and special initiative work during life of levy: 3 Program Development Specialists, 1 Administrative Analyst / Senior, and 1 Library Manager / Senior.	5.00	\$283,821
Reclassifies RESULTS Coordinator from Library Assistant to Librarian 2	0.15	\$10,751
Annualizes second Deputy Director position budgeted part year in 1997-98	0.41	\$42,987
Adds contractual agreement with the Oregon Historical Society		\$280,000
Reduces Library Foundation support in professional services		(\$52,500)
Adds internal RESULTS grants		\$25,000

**Budget Trends**

	<b>1996-97 Actual</b>	<b>1997-98 Current Estimate</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Staffing FTE	4.74	3.84	3.84	9.40	5.56
Personal Services	\$397,297	\$381,759	\$341,215	\$678,546	\$337,331
Contractual Services	280,896	131,820	131,820	392,500	260,680
Materials & Supplies	114,033	153,047	153,416	155,377	1,961
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$792,226</b>	<b>\$666,626</b>	<b>\$626,451</b>	<b>\$1,226,423</b>	<b>\$599,972</b>
Program Revenues	\$424,894	\$556,208	\$408,201	\$567,598	\$159,398
General Fund Support	\$367,332	\$110,418	\$218,250	\$658,825	\$440,574

**Costs by Division**

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Director's Office	<u>\$792,226</u>	<u>\$626,451</u>	<u>\$1,226,423</u>	<u>\$599,972</u>
<b>Total Costs</b>	<b>\$792,226</b>	<b>\$626,451</b>	<b>\$1,226,423</b>	<b>\$599,972</b>

**Staffing by Division**

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Director's Office	<u>4.74</u>	<u>3.84</u>	<u>9.40</u>	<u>5.56</u>
<b>Total Staffing FTE's</b>	<b>4.74</b>	<b>3.84</b>	<b>9.40</b>	<b>5.56</b>

## Description

The mission of the Central Library is to serve as an 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 representing multiple points of view; answering questions and providing assistance in using the library's print and audio-visual and electronic resources collections; providing educational and recreational programs and exhibits; and sorting and packing books and mail for library systemwide delivery.

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

Operations resumed in the renovated Central Library in April 1997. Throughout 1997-98, the library continued a series of special programs, events, and exhibits to help publicize the new library. Beginning in July 1997, hours of operation at Central Library were reduced from 59 hours/week to 38.5 hours/week as a result of funding cuts related to ballot measures 47 and 50. A new, leaner management structure was implemented at Central both in response to budget constraints and in an effort to implement RESULTS principles. Fortunately, passage of the new library operating levy and generous corporate and individual donations to the Library Foundation made it possible to add back a total of nine hours per week to Central's schedule beginning in January 1998 when it resumed operations on Sunday afternoons and Tuesday and Wednesday mornings.

## Action Plans

- Implement the new Central Library Plan of Service
- Increase special programs at Central to at least one per week in addition to the 1997-98 program schedule
- Continue to monitor effectiveness and make changes as necessary to the new management structure

### Significant Changes – Revenues

No significant changes

### Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Effect of management restructuring begun during 1997-98		(\$31,675)
Adds positions to cover additional hours	41.35	\$911,348
Effect of additional hours in Building Management, Other Internal Services and Telephone Services		\$396,782
Reduction in capital (auction revenues spent in 97-98)		(\$52,000)
Salary savings adjustment		\$77,575

# Central Library

Library

## Budget Trends

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	108.93	111.31	111.31	152.16	40.85
Personal Services	\$4,663,786	\$4,792,857	\$4,953,437	\$6,372,656	\$1,419,219
Contractual Services	46,251	20,000	11,300	16,080	4,780
Materials & Supplies	1,174,474	1,433,062	1,410,730	1,930,511	519,781
Capital Outlay	0	52,000	52,000	0	(52,000)
<b>Total Costs</b>	<b>\$5,884,511</b>	<b>\$6,297,919</b>	<b>\$6,427,467</b>	<b>\$8,319,247</b>	<b>\$1,891,780</b>
Program Revenues	\$3,754,027	\$4,423,563	\$4,188,192	\$3,850,214	(\$337,978)
General Fund Support	\$2,130,484	\$1,874,356	\$2,239,275	\$4,469,033	\$2,229,758

## Costs by Division

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Division Management	\$1,234,432	\$1,778,751	\$2,505,856	\$727,105
Central Borrower's Services	1,158,835	1,732,530	2,413,240	680,710
Central Reference Services	2,630,247	2,323,857	2,611,606	287,749
Children's and Popular Library	860,997	592,329	788,545	196,216
<b>Total Costs</b>	<b>\$5,884,511</b>	<b>\$6,427,467</b>	<b>\$8,319,247</b>	<b>\$1,891,780</b>

## Staffing by Division

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Division Management	8.20	13.10	18.35	5.25
Central Borrower's Services	32.01	47.96	72.20	24.24
Central Reference Services	49.79	39.50	45.86	6.36
Children's and Popular Library	18.94	10.75	15.75	5.00
<b>Total Staffing FTE's</b>	<b>108.93</b>	<b>111.31</b>	<b>152.16</b>	<b>40.85</b>

# Division Management

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## 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; 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.

The structure of Central Library Division Management is undergoing an evolutionary process as we strive to implement RESULTS principles and operate as a Learning Organization. Structural changes began in 1997-98 and will continue in the next fiscal year.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	8.20	13.10	18.35	5.25
Program Costs	\$1,234,432	\$1,778,751	\$2,505,856	\$727,105

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Adds one Library Supervisor position due to management restructuring	1.00	\$59,329
Transfers two Library Supervisors, one from Central Reference Services and one from Systemwide Reference Services	2.00	\$188,658
Adds 1.00 Office Asst. Sr.	1.00	40,274
Adds Electronic Services Librarian	1.00	\$54,663
Eliminates Central Coordinator position	(0.25)	(\$18,149)
Transfers 0.50 Central Events Coordinator from Entrepreneurial Activities	0.50	\$22,406
Restores previously budgeted salary savings		\$47,800
Increases Building Management Services because of increased costs and the implementation of the Asset Preservation fee		\$346,646
Increases Other Internal Services for security to cover additional hours		\$39,997
Reduces capital (auction revenues spent in 97-98)		(\$52,000)
Increases Telephone Services because of additional staff		\$10,139

# Central Borrowers' Services

## Description

Central Borrowers' Services provides physical access to Central Library's circulating materials collections and 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 shelves books and other materials after they have been returned.

Central Borrowers' Services provides retrieval of the 40% of Central's collection that is housed in closed stack areas at Central.

Self-checkout units, installed during the Central Library renovation, now handle 25-30% of Central's in-person materials checkouts, saving substantially on staffing costs.

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	32.01	47.96	72.20	24.24
Program Costs	\$1,158,835	\$1,732,530	\$2,413,240	\$680,710

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Cost per item checked out	1.04	1.04	1.11	1.3	1.16	1.16
Items checked out per capita						
Items checked out per hour open	387	367	449	362	350	362
Turnover rate	1.05	1.6	1.68	1.4	1.4	1.61
Central Library Average Number of Visitors per day	New	New	3829	New	3100	3200

## Significant Changes - Expenditures

Adds 1.50 Clerical Unit Supervisors, 5.25 Library Clerk 2's, 16.49 Pages, and 1.00 Senior Page to cover additional open hours

FTEs	Amount
24.24	\$679,210

# 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, other library materials, and electronic resources 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. In addition to its print collections, Central now provides 133 electronic search stations where users may access the Internet, CD-ROM reference products, full-text periodical articles and other electronic resources.

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	49.79	39.50	45.86	6.36
Program Costs	\$2,630,247	\$2,323,857	\$2,611,606	\$287,749

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Reference transactions per capita	0.69	0.59	0.63	0.56	0.52	0.6
Central Library Reference Transactions Per Hour	New	New	111	New	116	111
Reference completion rate	96%	94%	NA*	94%	94%	94%
In-library materials use per capita	1.81	1.96	NA*	1.96	1.96	1.96

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

## Significant Changes – Expenditures

	FTEs	Amount
Eliminates partial year management positions from 97-98 restructuring	(1.00)	(\$78,428)
Transfers 1.00 Library Supervisor to Central Division Management	(1.00)	(\$59,332)
Adds 5.75 Library Assistants, 3.61 Librarian 2's to handle expanded hours, reduces 1.00 Library Clerk 2	8.36	\$374,390
Restoration of previously budgeted salary savings		\$51,119

# Children's and Popular Library

## Description

Children's & Popular Library provides library services to inform, educate and entertain children, young adults, and adults. Children's & Popular Library is responsible for providing popular books, magazines, audiovisual materials, and programs for people of all ages. Children's & Popular Library staff select books, electronic resources 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.

We will continue to plan and implement an increasing variety of special programs and events to inform, involve and bring library users back to the renovated Central Library.

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	18.94	10.75	15.75	5.00
Program Costs	\$860,997	\$592,329	\$788,545	\$196,216

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 1998-99 Projected
Reader's advisory completion rate	92%	71.60%	NA*	71.60%	71.60%	71.60%
Percent of browsers who find something to check out (Browser Fill Rate)	91%	82.20%	NA*	82.20%	82.20%	82.20%

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

## Significant Changes - Expenditures

	FTEs	Amount
Eliminates partial year management positions from 97-98 restructuring	(0.75)	(\$53,761)
Adds 4.75 Library Assistants, 1.00 Librarian 1 to cover additional hours	5.75	\$249,997

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

In 1998-99, four of the fourteen branches (Gresham, Hillsdale, Hollywood and Midland) will be open 64 hours per week because of the passage of the 1997 levy. They are generally the larger and/or busier branches and are geographically located to provide equitable access throughout the county. The other ten branches will be open 53 hours per week. All branches will be open Sunday afternoons. Plans for the new joint school-public library at Parkrose High School continue to be developed and the Library is expected to open to the public in September 1998. Funding is also included for a branch in Northwest Portland, expected to open late in the fiscal year, and for an East County presence in the Wood Village/Troutdale/Fairview area. The levy also includes funds for public library services to the Corbett community using the Corbett School District buildings.

Planning continues for the branch renovations made possible by the 1996 General Obligation Bond. Several branches are expected to close during the year for renovation.

## Action Plans

- Continue planning and implementation of Branch Renovation Project.
- Monitor service demands in branches and make adjustments as necessary.
- Increase training and organize staff to provide excellent customer service.

## Significant Changes - Revenues

No significant changes

## Significant Changes - Expenditures

Effect of increasing branch hours and adding new locations

<u>FTEs</u>	<u>Amount</u>
59.89	\$2,764,535

# Community Services

Library

## Budget Trends

	1996-97 <u>Actual</u>	1997-98 Current <u>Estimate</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	114.09	113.50	113.51	173.40	59.89
Personal Services	\$4,883,497	\$4,861,078	\$5,186,618	\$7,212,327	\$2,025,709
Contractual Services	5,589	101,165	0	0	0
Materials & Supplies	1,396,488	1,435,985	1,598,075	2,323,036	724,961
Capital Outlay	<u>6,500</u>	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>
<b>Total Costs</b>	<b>\$6,292,074</b>	<b>\$6,398,228</b>	<b>\$6,784,693</b>	<b>\$9,545,363</b>	<b>\$2,760,670</b>
Program Revenues	\$3,783,439	\$4,205,493	\$4,420,964	\$4,417,671	(\$3,293)
General Fund Support	\$2,508,635	\$2,192,735	\$2,363,729	\$5,127,692	\$2,763,963

## Costs by Division

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	\$118,672	\$201,432	\$165,805	(\$35,627)
Branch Libraries	<u>6,173,402</u>	<u>6,583,261</u>	<u>9,379,558</u>	<u>2,796,297</u>
<b>Total Costs</b>	<b>\$6,292,074</b>	<b>\$6,784,693</b>	<b>\$9,545,363</b>	<b>\$2,760,670</b>

## Staffing by Division

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	1.34	2.00	2.00	0.00
Branch Libraries	<u>112.74</u>	<u>111.51</u>	<u>171.40</u>	<u>59.89</u>
<b>Total Staffing FTE's</b>	<b>114.09</b>	<b>113.51</b>	<b>173.40</b>	<b>59.89</b>

# Division Management

Library

## Description

Community Services Division Management provides leadership and direction to staff at 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

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	1.34	2.00	2.00	0.00
Program Costs	\$118,672	\$201,432	\$165,805	(\$35,627)

## Significant Changes - Expenditures

Decreases budget for temporary and on-call help as a result of full funding for all branches.

Amount  
(\$31,762)

## Branch Libraries

Library

**Description**

Branch Libraries provide information, books and other materials to residents of Multnomah County. They loan books and other materials; assist children and adults in using library collections; provide programs to pre-school and school age children; and provide access to information and materials beyond the branch library. The two large regional branches, Gresham and Midland, make services and resources provided at the Central Library available to residents outside the downtown area, offering collections and resources to satisfy diverse requests.

Fourteen branch libraries checked out 5,577,692 items in 1996-97 and answered 295,398 reference questions. Annual increases in demand continue to strain existing library resources of space, staff and materials.

Branch library hours will be extended because of the passage of the 1997 levy. Gresham, Hillsdale, Hollywood and Midland Branches will be open 7 days a week for a total of 64 hours. Albina, Belmont, Capitol Hill, Gregory Heights, Holgate, North Portland, Rockwood, St. Johns, Sellwood and Woodstock will be open 6 days a week for a total of 53 hours. All branches will be open Sunday afternoons.

Several branches are scheduled to be closed in 1998-99 for renovations. New locations and service agencies expected to open in the fiscal year:

- A joint school-public library at Parkrose High School
- A branch in Northwest Portland
- An East County presence in the Wood Village/Troutdale/Fairview area

**Budget Overview**

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	112.74	111.51	171.40	59.89
Program Costs	\$6,173,402	\$6,583,261	\$9,379,558	\$2,796,297

**Key Results**

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Items Checked Out Per Hour Open	New	New	New	New	146	160
Percent of browsers who find some thing to check out (Browser Fill Rate)	89%	91.60%	NA	83%	90%	90%
Cost per item checked out	\$0.46	\$0.44	\$0.50	\$0.45	\$0.48	\$0.48
Turnover rate	NA	7.2	7.7	7.2	7.7	7.7

\* Not collected in 1996-97

**Significant Changes - Expenditures**

	FTEs	Amount
Adds staff to open three branches: 2.67 Library Clerk 2's, 2.01 Pages, 1.66 Library Assistants, 1.66 Librarian 2's, 1.66 Branch Supervisors	9.66	\$571,955
Increases staffing for increased hours at other locations: 18.70 Library Clerk 2's, 11.41 Pages, 15.87 Library Assistants, 4.00 Librarian 1's, 1.25 Librarian 2's. Reduces 1 Branch Supervisor.	50.23	\$1,622,375
Adds Materials & Services for three new locations		\$283,352
Increases Materials & Services because of increased hours at other locations		\$308,615
Increases Capital Outlay for purchase of a microfilm reader/printer		\$10,000

## 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 and contracts; coordinates personnel and payroll; manages financial and budgetary issues; and provides mail and delivery services.

A major change in 1998-99 will be the assumption of recruitment and selection and other personnel duties previously performed centrally by the County Employee Services Division.

## Action Plans

- Provide personnel leadership and support through the ramping up of staffing to support the extension of service hours at Central and all branches.
- Actively monitor revenue forecasts and budget expenditures so that services can be maximized through close budget management.
- Manage materials selection, acquisition, cataloging and processing under greatly increased materials budget; continue to work closely with vendors and to utilize streamlining techniques.

## Significant Changes - Revenues

No significant changes

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Changes Personal Services because of increased Collection budget, increased support needs throughout the Library, and Human Resource (HR) reengineering and recruitment.	8.50	\$395,304
Increases Collection budget to 15% of total Library expenditures.		\$2,167,929
Changes Materials and Services to support expanded services throughout the department and to implement Facilities Management's Asset Preservation program		\$124,700

# Support Services

Library

## Budget Trends

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	36.36	40.25	40.25	48.75	8.50
Personal Services	\$1,522,626	\$1,639,391	\$1,701,913	\$2,110,328	\$408,415
Contractual Services	326,778	299,725	270,120	306,120	36,000
Materials & Supplies	3,804,383	3,934,159	4,257,728	6,881,344	2,623,616
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$5,653,787</b>	<b>\$5,873,275</b>	<b>\$6,229,761</b>	<b>\$9,297,792</b>	<b>\$3,068,031</b>
Program Revenues	\$3,944,129	\$4,073,879	\$4,510,824	\$4,641,524	\$130,700
General Fund Support	\$1,709,658	\$1,799,396	\$1,718,937	\$4,656,268	\$2,937,331

## Costs by Division

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Library Collection	3,215,942	3,732,585	6,166,632	2,434,047
Technical Services	1,445,380	1,465,013	1,760,596	295,583
Admin Svcs & Distribution	<u>992,465</u>	<u>1,032,163</u>	<u>1,370,564</u>	<u>338,401</u>
<b>Total Costs</b>	<b>\$5,653,787</b>	<b>\$6,229,761</b>	<b>\$9,297,792</b>	<b>\$3,068,031</b>

## Staffing by Division

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Library Collection	0.00	0.00	0.00	0.00
Technical Services	27.51	28.50	32.50	4.00
Admin Svcs & Distribution	<u>8.85</u>	<u>11.75</u>	<u>16.25</u>	<u>4.50</u>
<b>Total Staffing FTE's</b>	<b>36.36</b>	<b>40.25</b>	<b>48.75</b>	<b>8.50</b>

## The Library Collection

Library

**Description**

The purpose of the Library Collection is to provide library materials for Multnomah County residents. The Library Collection provides informational, educational, cultural and recreational materials. The Library Collection is composed of books, periodicals, newspapers, spoken recordings, music recordings, videos, maps, government documents, CD-ROM databases, and on-line full text periodicals and electronic reference services.

This Library Materials Budget brings our expenditure level up to our goal of 15% of operating and will allow us to address user needs more quickly and more extensively.

**Budget Overview**

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	0.00	0.00
Program Costs	\$3,215,942	\$3,732,585	\$6,166,632	\$2,434,047

**Key Results**

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Percent of patrons who find the subject and author they want (Subject and author fill rate)	86%	82%	NA*	75%	80%	86%
Percent of patrons who find the title they want (Title fill rate)	77%	69%	NA*	65%	70%	77%
Library Collection turnover rate	5.46	5.37	5.77	5.4	5.8	5.5
* Not collected in 1996-97 because of transition to Central Library						

**Significant Changes - Expenditures**

Increases Collection budget to meet goal of 15% of total operating budget  
Carries over unspent portion of 1997-98 materials appropriation

**Amount**  
\$2,167,929  
\$426,760

# 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 is continuing to explore and evaluate the use of the Internet to obtain Selection/Acquisitions and Cataloging information. Selections/Acquisitions is expanding the use of vendor plans for selecting and acquiring materials as this has proven to be a cost-effective way of streamlining routines. Cataloging continues to work with vendors to receive materials with processing complete, thus allowing materials to reach customers more quickly. Cataloging staff continues to work with Public Service staff to identify and improve access to materials not yet in the online catalog. Technical Services is projecting and analyzing the impact of the new 1998-99 budget and exploring ways of handling the upcoming increase.

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	27.51	28.50	32.50	4.00
Program Costs	\$1,445,380	\$1,465,013	\$1,760,596	\$295,583

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Percent of materials processed within 30 days	94%	94.50%	94.50%	95%	95%	94%
Percent of high demand materials processed within 4 days	100%	100%	100%	100%	100%	100%

## Significant Changes - Expenditures

	FTEs	Amount
Adds positions to handle increased Collection budget: 1.00 Library Clerk 2, 0.50 Page, 0.50 Technical Svcs. Assistant, 1.00 Technical Svcs. Assistant / Senior, 1.00 Librarian 2.	4.00	\$161,021
Restores previously budgeted salary savings		\$36,000
Increases professional services and supplies to support increased Collection budget		\$67,500

## 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; processes the Library payroll for 365 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; provides general building management for the Library Administration Building; coordinates the budget process; and provides delivery of books, other library materials and miscellaneous items to twenty locations.

**Budget Overview**

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	8.85	11.75	16.25	4.50
Program Costs	\$992,465	\$1,032,163	\$1,370,564	\$338,401

**Key Results**

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Percent of book/mail deliveries that arrive on schedule	92%	90.70%	90.70%	90.50%	90.50%	92%
Library staff satisfaction with internal services (7 point scale)	5	5.9	5.6	5.7	5.7	5.7
Cost per Library item delivered	\$0.03	\$0.02	\$0.02	\$0.03	\$0.03	\$0.03

**Significant Changes - Expenditures**

	<u>FTEs</u>	<u>Amount</u>
Adds 2.0 Office Assistant Seniors to the administrative clerical unit	2.00	\$76,907
Adds 0.50 Delivery Driver to handle increased deliveries	0.50	\$14,162
Adds 1.00 Office Assistant Senior and 1.00 Employee Services Specialist for Human Resource (HR) reengineering and recruitment.	2.00	\$107,214
Increases supplies ordered for department supply room		\$34,750
Increases Building Management costs for the Administration building due to implementation of the Asset Preservation fee		\$72,423
Increases Motor Pool Services because of the regular use of a third delivery truck		\$12,505
Increases Telephone Services because of additional staff and transferring SubFinder from Community Services		\$5,022

# 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 adults and children.

Volunteer usage and placement continued to grow in 1997-98. Title Wave sales continued steady as the store celebrated its tenth anniversary and over one million dollars in revenues over that period of time. The Library's Web page continued to grow, with the inclusion of a homework help site, branch renovation information and electronic reference service. Major parts of the Automation Plan became reality, with continuation of upgrades for branches and the administration building. Thousands of library users were trained on using new information resources. The School Corps was established and the grant-funded Spanish Language Outreach Program was begun.

## Action Plan

- Fully implement electronic reference and interlibrary loan services.
- Continue implementation of the Automation Plan through PC upgrades in branches.
- Expand outreach services to children and adults through the growth of existing programs and the implementation of new programs (Spanish Language Outreach, Juvenile Justice Outreach, and Services to the Homeless).

### Significant Changes - Revenues

	<u>Amount</u>
Increase in estimated fine and lost book fees from collection effort	\$600,000

### Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Effect of expanded hours and programs:		
Personal Services	16.77	\$752,000
Materials and Services		\$799,152
Capital		\$1,535,800

# Systemwide Public Services

Library

<b><u>Budget Trends</u></b>	<b>1996-97</b>	<b>1997-98</b>	<b>1997-98</b>	<b>1998-99</b>	
	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	54.27	52.43	52.43	69.20	16.77
Personal Services	\$2,714,647	\$2,669,687	\$2,566,967	\$3,310,716	\$743,749
Contractual Services	105,427	132,281	124,100	447,650	323,550
Materials & Supplies	1,347,920	1,475,955	1,356,397	2,079,339	722,942
Capital Outlay	<u>9,515</u>	<u>20,000</u>	<u>20,000</u>	<u>1,555,800</u>	<u>1,535,800</u>
<b>Total Costs</b>	<b>\$4,177,509</b>	<b>\$4,297,923</b>	<b>\$4,067,464</b>	<b>\$7,393,505</b>	<b>\$3,326,041</b>
Program Revenues	\$3,105,377	\$3,598,661	\$2,992,554	\$4,552,997	\$1,560,443
General Fund Support	\$1,072,132	\$699,262	\$1,074,910	\$2,840,508	\$1,765,598

<b><u>Costs by Division</u></b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>	
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Entrepreneurial Activities	\$198,707	\$229,095	\$467,967	\$238,872
Volunteer Svcs	\$78,747	\$132,801	\$135,456	\$2,655
Systemwide Borrowers' Svcs.	352,979	383,664	332,359	(51,305)
Systemwide Reference Svcs	726,213	616,863	709,334	92,471
Automation Svcs	1,360,863	1,320,388	3,799,067	2,478,679
Communication with the Public	558,979	534,697	687,857	153,160
Target Populations	<u>901,021</u>	<u>849,956</u>	<u>1,261,465</u>	<u>411,509</u>
<b>Total Costs</b>	<b>\$4,177,509</b>	<b>\$4,067,464</b>	<b>\$7,393,505</b>	<b>\$3,326,041</b>

<b><u>Staffing by Division</u></b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>	
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Entrepreneurial Activities	2.43	2.75	2.25	(0.50)
Volunteer Svcs	1.31	2.25	2.25	0.00
Systemwide Borrowers' Svcs.	8.84	6.66	6.20	(0.46)
Systemwide Reference Svcs	15.13	12.50	15.00	2.50
Automation Svcs	6.88	10.00	17.50	7.50
Communication with the Public	4.96	4.50	5.50	1.00
Target Populations	<u>14.71</u>	<u>13.77</u>	<u>20.50</u>	<u>6.73</u>
<b>Total Staffing FTE's</b>	<b>54.27</b>	<b>52.43</b>	<b>69.20</b>	<b>16.77</b>

# Entrepreneurial Activities

Library

## Description

The purpose of Entrepreneurial Activities is to raise funds, from sources other than taxes or donations, which can be used for library purposes. Entrepreneurial Activities also helps fulfill the library's mission by forming strategic partnerships, providing specialized products and services, and expanding the user base of the library. The Entrepreneurial Activities Program consists of the Title Wave Bookstore and other Entrepreneurial Activities.

The Title Wave Bookstore's main responsibilities 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.

Other Entrepreneurial Activities include new business development, such as espresso bars/carts and the Friends Library Store; library products and services (early childhood tapes and books, info-fee); fees and fines (printer and mailing reserves fees and collection); after hours event rental of Central; sponsorships and promotions; training partnerships; and other proposed ventures. The major change in this program, an aggressive effort to collect outstanding library fines, began in February 1998.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	2.43	2.75	2.25	(0.50)
Program Costs	\$198,707	\$229,095	\$467,967	\$238,872

## Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Entrepreneurial revenues net of direct cost	New	New	New	New	\$262,500	\$707,000
Community use of Central Library	New	New	New	New	97,100	115,000
Percent of satisfied Title Wave Bookstore customers	99%	99%	NA	99%	NA	NA
Title Wave revenues net of direct costs	\$175,185	\$190,184	\$202,405	\$193,393	NA	NA

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Transfers 0.50 Events Coordinator to Central Library Exhibits budget	(0.50)	\$(18,058)
Increases Professional Services to cover fine and lost materials collection fees		\$239,000

## Volunteer Services

Library

**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 systemwide 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 also increases.

**Budget Overview**

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	1.31	2.25	2.25	0.00
Program Costs	\$78,747	\$132,801	\$135,456	\$2,655

**Key Results**

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Percent change in volunteer hours						
1) # of hours	37,176	37,252	44,755	41,468	39,494	41,468
2) % change in hours	18.40%	0.09%	20%	-7%	-5%	5%

**Significant Changes - Expenditures**

No significant changes

# 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 overdue materials. Activities include placing computer reserves for library materials not immediately 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 patron; 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 available throughout Multnomah County. 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

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	8.84	6.66	6.20	(0.46)
Program Costs	\$352,979	\$383,664	\$332,359	(\$51,305)

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Value of lost materials recovered					\$180,000	\$400,000
Telephone renewal circulation per capita	2.25	2.67	3.42	2.4	3.5	3.5
Cost per telephone renewal	\$0.11	\$0.09	\$0.07	\$0.11	\$0.08	\$0.08
Percent of reserved materials delivered to patrons within 7 days	64%	50.50%	56.90%	50.50%	57%	57%
Cost per patron contact for overdue materials	\$0.13	\$0.19	\$0.16	\$0.19	\$0.16	\$0.24

## Significant Changes - Expenditures

	FTEs	Amount
Adds 0.04 Library Clerk 2, 0.25 Clerical Unit Supervisor to cover additional hours of operation, and reduces 0.75 Library Assistant.	(0.46)	\$22,477
Decreases Postage because of lower-than-anticipated reserve mailings during 1997-98		(\$24,400)
Restores salary savings budgeted during 1997-98		(\$10,000)

## Systemwide Reference Services

Library

**Description**

Systemwide Reference Services makes a world of information available to Multnomah County Library users. This organization provides library users with access to information, books and other library materials not directly available in Multnomah County Library agencies by acquiring books and information from libraries world-wide through Interlibrary Loan; provides telephone reference service and, beginning in 1997-98, provides reference service via the World Wide Web.

**Budget Overview**

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	15.13	12.50	15.00	2.50
Program Costs	\$726,213	\$616,863	\$709,334	\$92,471

**Key Results**

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Telephone Reference questions answered per hour	New	New	43	NA	38	40
Telephone Reference calls turned away per hour	New	New	New	New	14	14
Telephone reference completion rate	94%	92%	NA	92%	92%	92%

**Significant Changes - Expenditures**

	<u>FTEs</u>	<u>Amount</u>
Transfers Library Supervisor to Central Library Division Management	(1.00)	(\$58,682)
Adds 3.50 Library Assistant positions to cover additional hours	3.50	\$109,165

## Automation Services

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 centralized computer facility supports: (1) on-line circulation transactions of checkout, check-in, 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; and (6) access to databases on CD-ROM and Internet resources.

Automation Services will continue to implement the Library's Automation Plan, through upgrading dumb terminals to PCs as the branches are renovated, continuing the planned telecommunications infrastructure build out, upgrading the centralized computer facility, expanding web access to services, increasing the holdings of electronic reference resources, and continuing the development of the web-based Community Information System project.

Library customers and library staff will continue to be trained on using automated information resources by the Technology Trainers (2 positions are grant funded) in training facilities at Central and Midland. A special emphasis in 1998-99 will be staff and public training as renovated branches come fully online with new equipment and services.

**Budget Overview**

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	6.88	10.00	17.50	7.50
Program Costs	\$1,360,863	\$1,320,388	\$3,799,067	\$2,478,679

**Key Results**

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Dynix uptime for the public	98%	97.95%	99%	98%	98%	97%

**Significant Changes - Expenditures**

	FTEs	Amount
Reduces Supplies carried over from 1996-97 in the 1997-budget		(\$66,095)
Adds 3.0 Computer systems Operators, 1.50 Librarian 2's, 1.50 Data Analysts, 0.50 Library Clerk 2, and 1.00 Data Technician to support expanded hours and increased automation	7.50	\$353,245
Increases Professional Services, Communications, Repairs and Maintenance, and Maintenance Contracts to support additional automation		\$138,200
Increases Supplies for PC equipment purchases		\$209,000
Increases Training for new staff and on-going technology changes		\$21,000
Decreases Data Processing Services		(\$20,000)
Increase Flat Fee Service Reimbursement to cover larger PC inventory		\$118,000
Increases Capital reflecting change in law about how bond proceeds can be used in the future		\$1,535,800

## Communication with the Public

Library

**Description**

The purpose of Library Communication With the Public is to help people use their library effectively. Its main responsibility is to provide the public with ongoing information about library hours, getting a library card, fines and fees, programs and events, services to special audiences, etc. Library Communications oversees the printing of 2-3 million items each year; publishes written materials that help patrons help themselves (e.g. User's Guide, Introduction to DYNA, Dial-Up DYNA); plans and organizes library special events; produces publications such as THE REGISTER, INFOLINE and THE BOOKMARK; works to provide/coordinate public information in an electronic format (DYNA Bulletin Board, World Wide Web site, etc.); and works with community organizations such as the Friends of the Library to promote citizen participation and support for the library.

**Budget Overview**

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	4.96	4.50	5.50	1.00
Program Costs	\$558,979	\$534,697	\$687,857	\$153,160

**Key Results**

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Library patron comment forms received / answered	New	New	New	New	800 / 500	800 / 500
Newspaper inches per news release / press contact	23.24	21.73	35	22	30	30
Percent of print shop / PR customers who rate service quality as satisfactory or better	NA	98.86%	98%	95%	95%	95%

**Significant Changes - Expenditures**

	FTE	Amount
Reduces Materials and Services carried over from 1996-97 into 1997-98		(\$32,314)
Adds Graphic Artist to handle increased workload due to expanded and new programs and branch renovation publicity needs	1.00	\$42,231
Increases Professional Services		\$12,800
Rental of new copier for printshop work		\$8,000
Increases Postage for additional mailings		\$9,000
Increases Supplies for additional printing		\$7,400
Decreases special programs		(\$44,075)
Adds Library Foundation grant for Summer Reading Program		\$141,998

## Services for Target Populations

Library

**Description**

Services for Target Populations provides library services and materials to users with specific needs (because of age, physical or mental disabilities, language, incarceration) or who are unable to use a branch facility because none exists in their neighborhood. This activity is responsible for van service to outlying neighborhoods, community centers and residential facilities; jail and juvenile facilities service; services to children and teens; School Corps; Early Childhood Resources; and operation of a telephone translation service (AT&T Language Line). Staff and volunteers bring new services to the homeless population and homeless shelters.

Services to children and teens comprises programs serving the target age group in libraries and outreach activities including: Early Childhood Resources, School Corps, Books 2U, Spanish Language Outreach to Children and Families, and Juvenile Justice Outreach. These programs are funded with the November 1997 levy and with grant support. The technology trainer position is funded by the Library Foundation through a grant received from the Meyer Memorial Trust. One School Corps position is funded through a grant by the Library Foundation, received from Wells Fargo. Juvenile Justice Outreach is grant funded, through the Oregon State Library, as is the Spanish Language Outreach program.

<b>Budget Overview</b>	1996-97	1997-98	1998-99	<b>Difference</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	14.71	13.77	20.50	6.73
Program Costs	\$901,021	\$849,956	\$1,261,465	\$411,509

<b>Key Results</b>	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projection</b>	<b>Estimate</b>	<b>Projected</b>
Number of School Corps contacts with students, faculty, and parents	New	New	New	New	8,800	12,000
Percent of family child care providers served by Library Family Child Care	New	New	0.4%	3.0%	3.0%	10.0%
Cost / patron served by outreach svcs	\$8.33	\$7.68	\$8.50	NA	\$10.58	\$10.58
Percent of day care centers served by Library Early Childhood Resources	75%	96%	95%			
Contacts with children and teens using targeted programs outside libraries	205,875	323,852	308,369	150,000*	310,000	315,000
Contacts with teens through targeted programs in libraries	8,333	7,173	10,132	3,000*	11,000	12,000

**Significant Changes - Expenditures**

	<b>FTEs</b>	<b>Amount</b>
Increases to staff and materials for expanded and new programs	6.73	\$386,772
<ul style="list-style-type: none"> <li>• Increases <i>School Corps</i> by 1.00 Librarian 1 and 1.00 Librarian 2</li> <li>• Increases <i>Family Child Care</i> by 0.50 Library Clerk 2, cuts 0.25 Library Assistant</li> <li>• Increases by <i>Books 2 U</i> 1.00 Library Assistant and 1.00 Outreach Specialist</li> <li>• Adds 0.50 Outreach Specialist to <i>Spanish Language Outreach</i></li> <li>• Increases the <i>Early Childhood Resources</i> Program by 0.25 Library Clerk 2, 1.00 Program Development Spec. / Sr, and reduces 1.00 Outreach Specialist.</li> <li>• Increases <i>Nursing Home and Homebound Outreach</i> program by 0.2 Library Clerk 2, 0.02 Page, reduces 0.04 Branch Supervisor in</li> <li>• Adds 0.50 Page, 0.15 Outreach Driver, 0.05 Library Assistant, 0.03 Branch Supervisor to <i>Jail Outreach Program</i> (not included in 1997-98 Adopted Budget)</li> <li>• Increases <i>Large Print Books</i> program by 0.15 Library Clerk 2 and 0.10 Branch Supervisor, reduces 0.10 Page</li> <li>• Decreases <i>Lobby Books</i> program by 0.16 Branch Supervisor, increases 0.05 Library Clerk 2 and 0.03 Page.</li> <li>• Adds 0.50 Library Assistant, 0.10 Library Clerk 2, 0.05 Page, and 0.10 Branch Supervisor to <i>Homeless Outreach Program</i></li> </ul>		
Adds funding for Children's Author Lecture (including \$3,500 carryover from 97-8)		\$17,604

## Description

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

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

During 1996-97, Facilities Management and Library staff and their consultants conducted a physical analysis of each branch (focusing on infrastructure) and a functional assessment (focusing on programmatic issues). In the first half of 1997-98, the results of those studies were carefully analyzed and the following decisions made:

- Not to consolidate any branches;
- To replace 2 branches (Hollywood and Hillsdale) with larger facilities on new sites and 1 branch (Woodstock) on its existing site;
- To purchase property immediately to the north of Belmont Branch and expand that building;
- To renovate 9 existing buildings on existing sites (Albina, Capitol Hill, Gregory Heights, Gresham, Holgate, North Portland, Rockwood, St. Johns, Sellwood);
- To incorporate technological improvements as an integral part of all branch construction and renovation.

Branch construction and renovation expenditures are budgeted in Facilities Management.

The Library expects that the first projects to be scheduled will begin as early as the summer of 1998. The projects will continue into 2001.

Because of the extent of the work, each renovated branch will close during the construction. The schedule for work will be phased so that adjacent branches are not closed at the same time.

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

### Significant Changes - Revenues

Beginning Balance in Library Bond Fund shown in Environmental Services with projects

**Amount**  
(23,650,000)

### Significant Changes - Expenditures

Transfer budget for branch renovation projects to Facilities and Property Management

**Amount**  
(\$23,650,000)

# Bond Projects

Library

## Budget Trends

	1996-97 <u>Actual</u>	1997-98 Current <u>Estimate</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	1.18	2.00	2.00	2.00	0.00
Personal Services	\$43,901	\$0	\$99,909	\$152,818	\$52,909
Contractual Services	94,326	0	1,280,000	0	(1,280,000)
Materials & Supplies	721,396	0	1,545,408	3,161,429	1,616,021
Capital Outlay	<u>886,870</u>	<u>3,291,125</u>	<u>24,068,981</u>	<u>0</u>	<u>(24,068,981)</u>
<b>Total Costs</b>	<b>\$1,746,493</b>	<b>\$3,291,125</b>	<b>\$26,994,298</b>	<b>\$3,314,247</b>	<b>(\$23,680,051)</b>
Program Revenues	\$0	\$3,291,125	\$26,994,298	\$3,314,247	(\$23,680,051)
General Fund Support	\$1,746,493	\$0	\$0	\$0	\$0

## Costs by Division

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Bond Projects	<u>\$1,746,493</u>	<u>\$26,994,298</u>	<u>\$3,314,247</u>	<u>(\$23,680,051)</u>
<b>Total Costs</b>	<b>\$1,746,493</b>	<b>\$26,994,298</b>	<b>\$3,314,247</b>	<b>(\$23,680,051)</b>

## Staffing by Division

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Bond Projects	<u>1.18</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>1.18</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>