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Library

Vision

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

“The Library” has always been both a physical reality and a philosophical concept. As a building, it is treasured either for its grand architectural style or as the warm and cozy place where one learned early to love books with the help of competent, friendly staff. As a concept, the library involves the non-prejudicial collection of diverse and controversial views and equitable access to them. As the 21st Century begins, a new dimension has been added – that of the “virtual” library.

Today, nearly 75 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.

Multnomah County remodeled the Central Library and built a new Midland Library in the middle of the last decade. Renovation of all library branches is nearly completed. 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 a variety of “basic” services provided totally on a fee-free basis (supported by a general tax base). The diversity of information is accessible.

The “virtual” library 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 online (renewals, holds, and library card registration). Comments and questions from library users are transmitted and answered by electronic mail. The library information services have 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.

In the future, we will build on the strong foundation of the good library service of today. Public approval rating will remain high as the library responds to changing demographics and service needs.

Strategic Planning

Implementing the Library's 2000-05 plan: "Extending the Promise"

The Library has been operating under the guidance of strategic plans since 1986. The current plan, *Extending the Promise*, was adopted in 2000 and provides a focus on the key issues to be addressed during 2000-2005. The yearlong planning effort, conducted in 1999, was a collaborative effort between the Library Board and library staff members. This planning process is noteworthy for the involvement of dozens of library staff work groups and teams, the Library's Results Council, and hundreds of library employees.

Goals of the 2000-2005 Plan:

- The library will provide emergent literacy and reading programs for babies, toddlers, preschoolers, children and young adults.
- Library books and services for children and youth will support their student information needs and satisfy their personal reading interests.
- The library will partner with K-12 schools.
- An abundance of current and popular materials and programs will stimulate thinking, satisfy curiosity, solve problems and provide leisure time enjoyment for children and adults.
- Small businesses (under 5 employees) will know about and effectively use the resources and services of the library.
- Current materials will be available to Multnomah County residents, especially Latinos, in the languages they read, speak or understand.
- People 55 and older will find books and library programs responsive to their needs.
- The library will help learners of all ages seek, find, evaluate and use the information resources that best meet their needs.
- Library customers will have access to information resources and services without visiting a library building.

For more information about the Plan and to monitor progress, see the Plan web site at www.multcolib.org/plan/.

Library

Department Services

*Total circulation
reaches 13 million in
2000-01*

The Department of Library Services offers the following services:

- Checks books and other library materials out at a Central Library, fourteen branch libraries, one cooperative library and through outreach services. Total circulation will be just over 13 million in FY 2001.
- Assists patrons in finding books and information.
- Selects, acquires, organizes and processes a wide variety of books and other materials on numerous subjects expressing wide-ranging points of view for people of all ages.
- Provides age appropriate materials and services for children and young adults.
- Provides materials and services to those county residents not able to come to county libraries or use conventional materials.

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

Library

Budget Issues and Highlights

In November 1997, Multnomah County voters passed a five-year Local Option Levy to expand library hours. Beginning in 1998-99, libraries opened at least 53 hours a week, six days a week including Sunday afternoons. The levy also committed the Library to spending 15 percent of its operating budget on library materials.

Continuing the Library's Commitment

This budget represents the fourth year of that five-year levy. During this fourth year, all branches will be reopened and operational until the Hillsdale branch closes. Plus, three new branch libraries are expected to open and are funded in this budget: Fairview-Columbia, Northwest Portland and an unnamed library in the North Interstate Corridor area. During the first three years of the levy, the Library was able to manage spending in order to fund these later additions; those efforts will continue in this fourth year in order to sustain full operations at all locations for the fifth and final year.

*Library users
continue to enjoy
more hours and
more books in more
locations*

Though the Library's revenues have not been impacted to the degree felt by other county departments in this budget, the "fossil" levy was cut by \$1.2 million for FY 2002 and \$1.5 million was reduced from the Library's beginning fund balance in an earlier year of the levy. Though those losses have not been critical to this point, the final levy year may prove to be a challenge requiring review of those revenue losses.

Finishing the Bond Projects

In May 1996, Multnomah County voters passed a \$29 million General Obligation Bond measure to improve county branch libraries and to purchase computer equipment. Analysis of each branch library's functional and physical state determined that:

*Two library
construction
projects are
scheduled for
completion in
2001-02:
Hollywood and
Sellwood-Moreland*

- All branch libraries except Midland (which opened in 1996) would be renovated, repaired or replaced; and
- Hillsdale, Hollywood, Sellwood and Woodstock branch libraries would be replaced with new, larger buildings.

Because of the extent of the work, each branch library closed during construction but projects were phased in so that nearby library service continued to be available. (The St. Johns Branch Library provided temporary library service by parking a bookmobile at the elementary school across the street from the library building.)

The Library has made significant progress on its renovation project. Of all the branches to be renovated, repaired or replaced under the 1996 bond, only Hillsdale, Hollywood and Sellwood remain to be completed. Hollywood and Sellwood should reopen during FY 2002, with Hillsdale to follow in FY 2003.

Library

Extending the Promise

Library committed to target groups: Hispanic community; residents age 55 and older; small businesses and children

In September 2000, the Library finalized its five-year plan—setting specific, measurable goals and objectives for library services and programs through 2005. This five-year plan emphasizes library services to young children, students and teens, including commitments to:

- Provide emergent literacy and reading programs for babies, toddlers, preschoolers, children and young adults;
- Offer books and services that support children and youth and satisfy their personal reading interests and educational needs; and
- Partner with K-12 schools.

Research for the plan showed that three groups are growing rapidly in Multnomah County. These groups are senior citizens, Latinos and small businesses (with fewer than five employees). Thus, the plan also emphasizes expanding its services to these groups. Specifically, the library will:

- Help people 55 and older find books and library programs responsive to their needs;
- Help small businesses know about and use effectively library resources and services; and
- Provide current materials to Latinos and other Multnomah county residents in the languages they read, speak and understand.

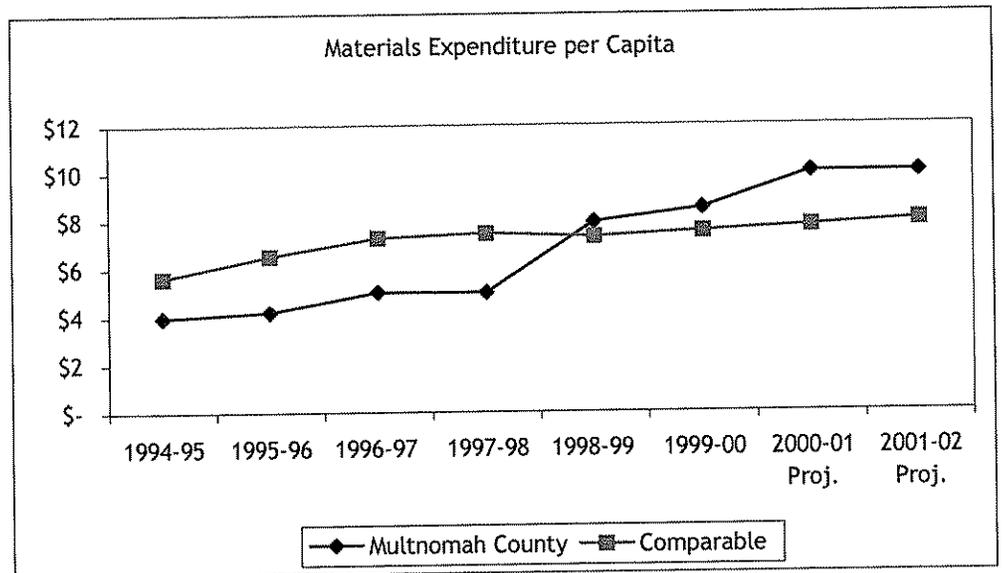
Using the goals and objectives set out in the five-year plan as targets, the Library will chart its progress toward implementing the plan.

Library

Department Performance Trends

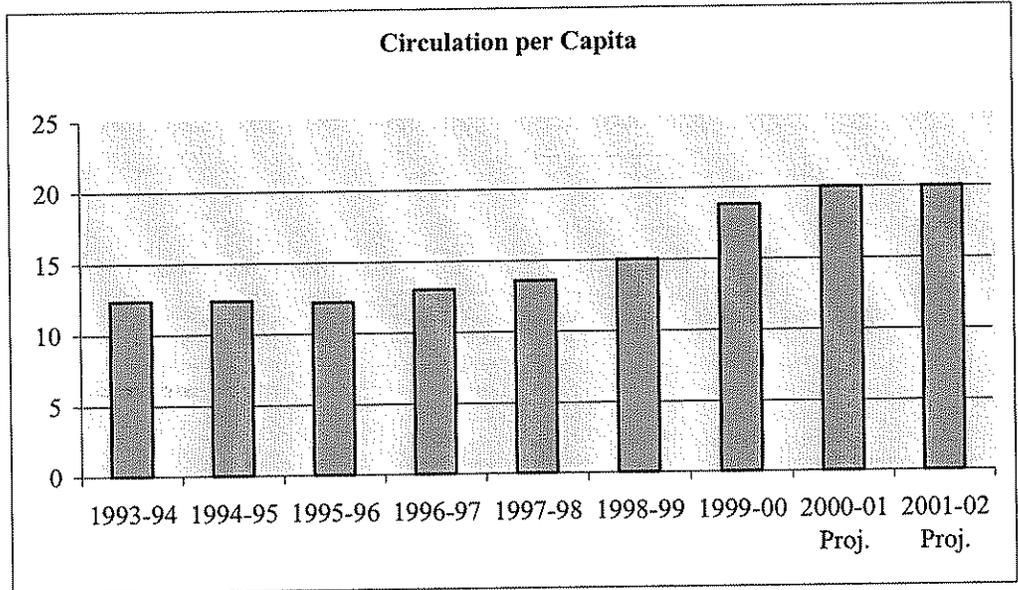
The following graphs show aspects of the effectiveness of the Multnomah County Library.

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

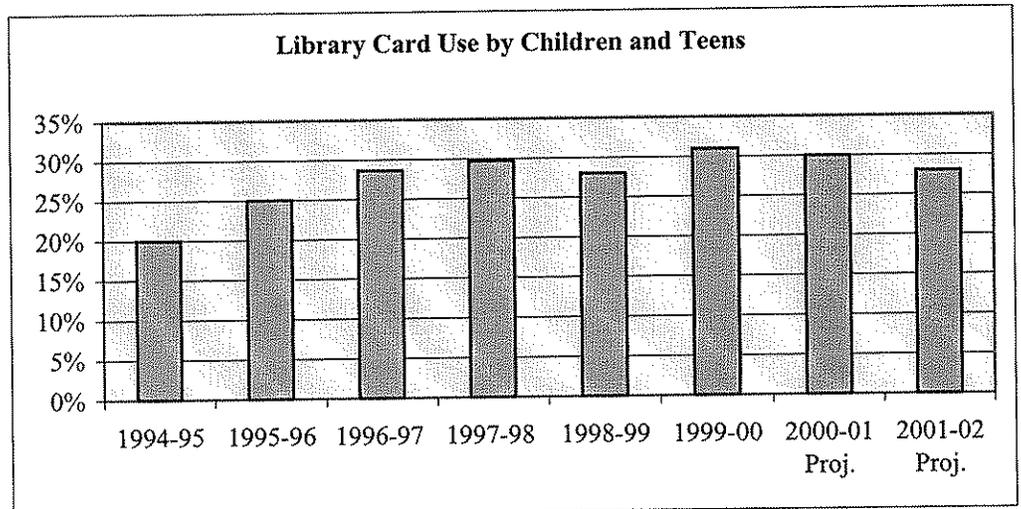


Library

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

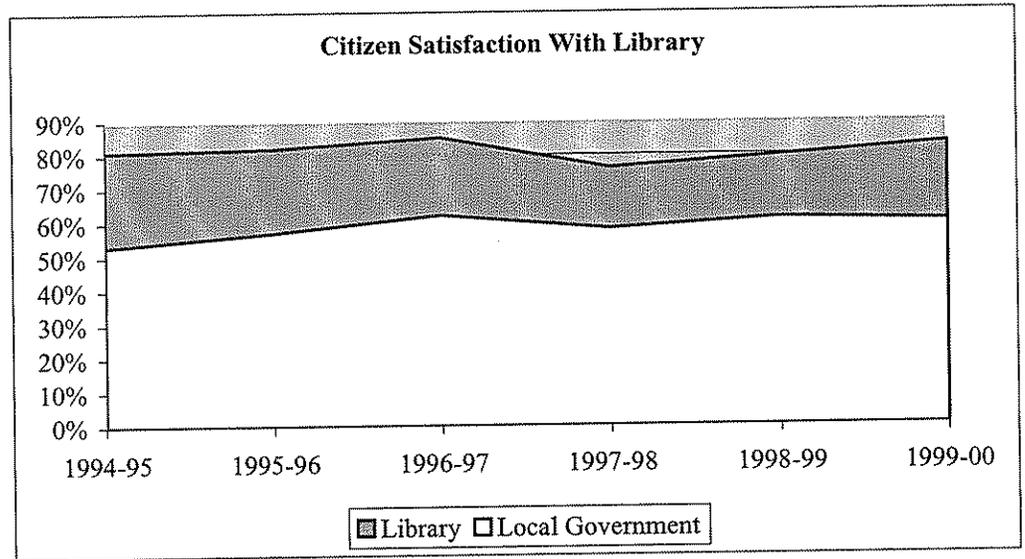


This graph shows the percentage of the total county population aged 0-17 who used their library cards. The decline in youth library card use may reflect the growing trend by middle and upper grade students of turning to the World Wide Web to find answers to their homework questions.



Library

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



How the Department Delivers its Services

The Library continues to collaborate with other County and community partners.

The Library delivers its services out of 18 functional and attractive facilities. These include 14 branches, the Parkrose Cooperative Library Project at Parkrose High School, the Central Library, the Library administration building and the Title Wave Bookstore. These 18 Library facilities are opened to the public a combined total of 966.5 hours per week. Most of these facilities provide community meeting space and serve as a place for community groups to convene, to stage programs and by special arrangement, to enjoy after-hours. All but one of these facilities has been or will be renovated or newly built by the end of this budget year. Three additional branches will also open in the 2001/02 fiscal year: Fairview Columbia, Northwest Portland and a branch in the north interstate corridor.

The Library delivers services through a committed employee and volunteer workforce. The engine of library service delivery is a well-trained and dedicated workforce of 550 diversely skilled professional and support staff. On a weekly basis, this staff provides personal customer service to 70,000 residents throughout the county. These personal interactions involve answering questions, conducting research, bringing the library to children and adults throughout the county and providing training and guidance in the use of library resources and facilities. This year, the school-to-career program for teens will grow to employ 100 or more teens in the next 12 months. Over 325 regular volunteers contributed 46,000 hours per year to serving county residents through the Library. The Library Foundation and the Friends of the Library provide advocacy and financial support to enhance library programs.

The Library delivers services through an ambitious and growing community outreach program that spans the county. This outreach program focuses on youth of every age, early childhood education, adults who are unable to come to the Library and those who have yet to discover the library as a lifelong learning treasury. The following outreach programs involve partnering with county departments and community agencies.

- The Library provides services to jails in cooperation with the Sheriff's Office and to incarcerated juveniles through partnership with Community Justice.
- The LIBROS program provides library outreach in Spanish to children and adults. LIBROS connects with Migrant Head Start, Latino clubs in schools, ESL and newcomer classes, Programo Hispano and OCHA.
- The Library's *School Corps* works with all eight public school districts and private schools to deliver its services. *School Corps* collaborates with other organizations that serve youth to increase access to library information. These include Portland Art Museum, OMSI, the Children's

Library

Museum and the Oregon History Center.

- *Books 2 U* increases reading motivation in students in grades 3-5 in three school districts. *Books 2 U's* after school program partners with after school programs and youth-serving organizations such as SEI Inc, Boys and Girls Clubs, and Portland Parks and Recreation.
- *Talk It Up* trains volunteers, teachers, school media specialists, parents and adults who work in youth-serving organizations, such as scouting, to learn to lead book discussion groups for kids.
- Early Childhood Resources' (ECR) *Reach Out and Read* program works with county health clinics and selected private hospitals, such as Legacy and Doernbecher, to ensure that parents understand how to encourage emergent literacy behaviors in their children. Service to Head Start, Early Head Start and Even Start and other disadvantaged customers is a library outreach priority. Along with all full-day childcare centers, these program participants are also served by ECR's book delivery services. ECR's parenting classes allow the community to access experts that support them. ECR also works with Parent Child Development Centers and agencies that support parents. These include NARA, Helensview Teen Parent Program, Portland Public Schools Teen Parent Program, White Shield, and Insights. The focus is to increase parents' use of the Library and to encourage them to read to their children.
- ECR is a two-year grantee with PSU in the Multnomah Commission on Children, Families, and Community's *Early Words* grant project, which improves family and center child care providers' ability to nurture emergent literacy behaviors in the children in their care. *Early Words* also provides information for parents in the county about getting a library card for their newborn and an incentive for them coming in to the Library to use it the first time.
- The Library partners with literacy programs at Mt Hood Community College and Portland Community College by providing office and tutoring space and a supporting collection of materials at Lifelong Learning Centers at Rockwood and Central libraries. The Library partners with the Oregon Historical Society by funding free access for Multnomah County residents to the Society's Library. We partner with Portland Community College to provide the very popular Brown Bag Lunch and Learn programs at Central, a series of talks by experts that help people improve their job and career-related communication and life-success skills.

The Library delivers its services based on community-based planning and

Library

feedback. See the section on Strategic Planning for details about the Library's plan, *Extending the Promise*. Library staff continually looks to the community to gauge the library's service success and alignment with community needs. The recent LGD survey of resident attitudes about the library is an example. *Ginnie Coupons* (electronic and paper comment cards) invite user feedback on a daily basis. Over 2000 of these are received and dispatched annually. Community meetings about branch building projects have provided neighborhood feedback about the library and how effectively it is serving the community.

The Library delivers its services through purposefully improving the effectiveness of the organization. The OQA Action Plan is a roadmap for internal organizational improvements in four areas: linking individual and team performance to the new five-year library plan, linking training to performance objectives, increasing workforce diversity, and improving organizational self-knowledge through appropriate data and analysis. There has been measurable progress in accomplishing the OQA Action Plan. Among other things, the library has implemented a performance and learning plan process that is realigning individual and teamwork goals with the goals of the Library's new 5-year plan.

The Library RESULTS Council has monitored the OQA action plan. It has awarded 10 SMART grants. It has presented 6 process improvement projects to the Board of County Commissioners and the Library Board. It has provided RESULTS orientation to 99 new library employees, served on several hiring panels for supervisors and managers, and conducted three sessions for staff on Staff Day. It has established an internal electronic suggestion box and responds to comments and suggestions from staff. New goals will be forthcoming from a March 2001 planning meeting.

Library

Budget for FY 2002

The Library's FY 2002 budget is \$47.7 million, a 2.6 percent increase from FY 2001. This increase is largely due to increased operating costs with new branches opening during FY 2002. The Library continues to provide the services included in the five-year local option levy passed by the voters in 1997.

Budget Trends	1999-00	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
	Staffing FTE	434.28	479.02	481.52	
Personal Services	\$20,791,307	\$23,297,025	\$23,626,017	\$26,638,465	\$3,012,448
Contractual Services	1,210,851	1,430,512	1,604,364	2,575,337	970,973
Materials & Supplies	13,962,079	15,400,722	20,066,332	17,233,880	(2,832,452)
Capital Outlay	<u>\$446,957</u>	<u>\$118,000</u>	<u>\$1,220,449</u>	<u>\$1,300,000</u>	<u>\$79,551</u>
Total Costs	\$36,411,194	\$40,246,258	\$46,517,162	\$47,747,682	\$1,230,520

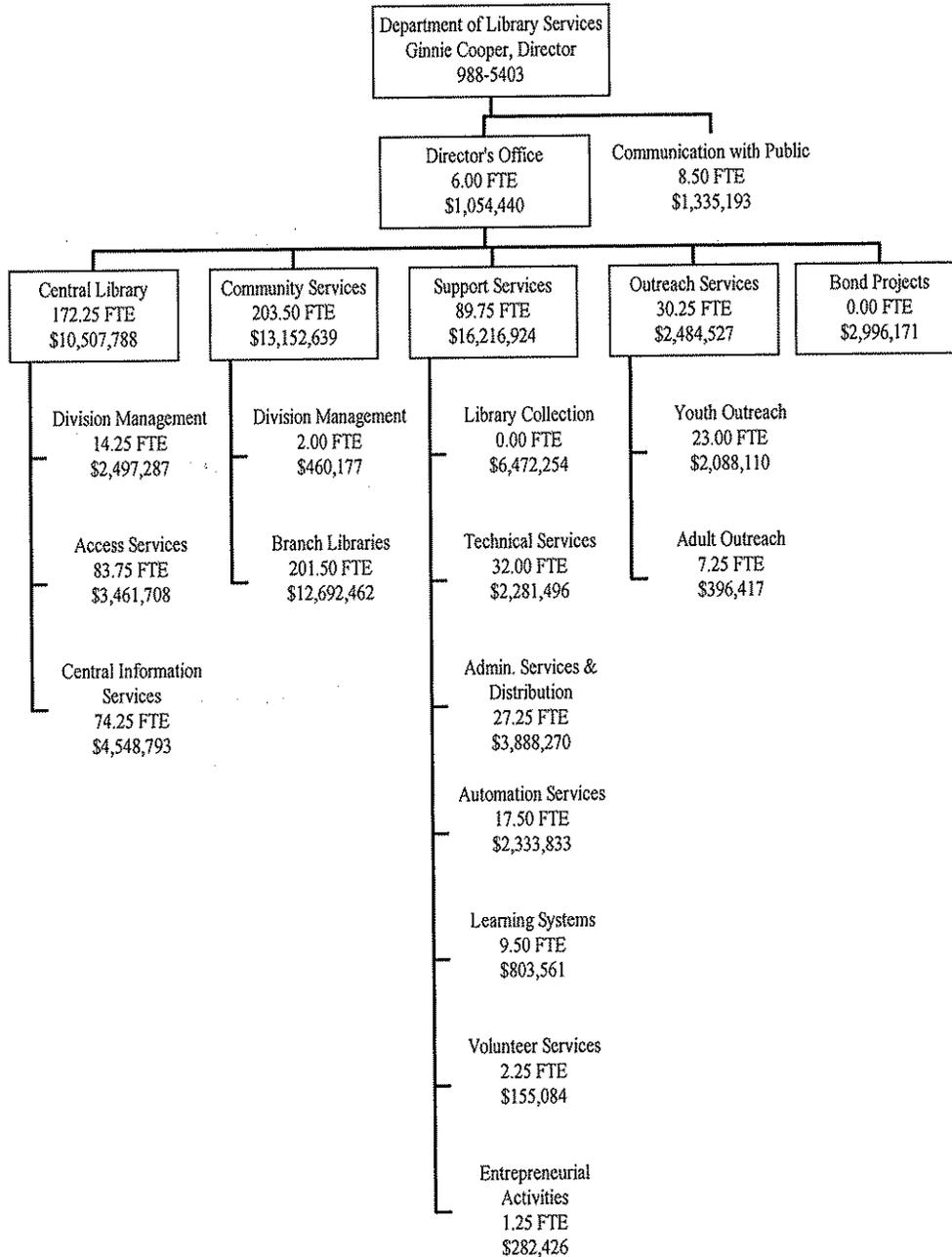
Costs by Division	1999-00	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
	Director's Office	\$1,831,152	\$1,817,326	\$2,022,393	
Central Library	\$10,009,186	\$10,177,494	\$10,290,644	\$10,507,788	\$217,144
Community Services	\$9,386,696	\$11,751,148	\$12,450,030	\$13,152,639	\$702,609
Support Services	\$13,576,330	\$14,865,624	\$16,892,254	\$16,216,924	(\$675,330)
Outreach Services	\$1,497,112	\$1,530,581	\$1,754,916	\$2,484,527	\$729,611
Bond Projects	<u>\$110,718</u>	<u>\$104,085</u>	<u>\$3,106,925</u>	<u>\$2,996,171</u>	<u>(\$110,754)</u>
Total Costs	\$36,411,194	\$40,246,258	\$46,517,162	\$47,747,682	\$1,230,520

Staffing by Division	1999-00	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
	Director's Office	12.72	12.40	14.90	
Central Library	171.45	174.75	174.75	172.25	(2.50)
Community Services	158.99	188.02	188.02	203.50	15.48
Support Services	69.62	79.60	79.60	89.75	10.15
Outreach Services	20.50	23.25	23.25	30.25	7.00
Bond Projects	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>(1.00)</u>
Total Staffing FTE's	434.28	479.02	481.52	510.25	28.73

Library

Department Organization

The Department of Library Services delivers its services through six divisions and 15 programs. Below is an organization chart:



Director's Office

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

Renovation or replacement of all branch libraries continues. Although there will be no branch closures during FY01-02, construction of new facilities will begin. The Library will open new branches in the Northwest Portland, Fairview-Columbia and North Interstate corridor communities. The Hollywood Library, a housing and library site, will begin new construction in February 2001. Usage of services continues to increase. Staff development and learning systems efforts continue as a focus of activity. Redesigning the Library's management structure in order to implement the transformational goals of the RESULTS effort is another major administrative activity.

The Library begins implementation of its new five-year plan, "Extending the Promise"

Action Plans:

- Increase outreach services and programs, public training, staff expertise, and targeted books/materials to meet needs of diverse user community.
- Complete new branch buildings and the related technological upgrades.
- Build on community analysis and demographic studies to implement a strategic plan for the 2002 levy.
- Implement additional technological services to ensure the library's electronic resources are available to remote users from home, school, workplace, community centers and career centers.
- Evaluate our progress on the 5-year plan to ensure its relevancy for the needs of Multnomah County residents.

Director's Office	1999-00	2000-01	2000-01	2001-02	
Budget Trends	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	12.72	12.40	14.90	14.50	(0.40)
Personal Services	\$856,502	\$984,744	\$1,026,277	\$1,036,389	\$10,112
Contractual Services	\$363,605	\$495,250	\$622,874	\$934,017	\$311,143
Materials & Supplies	\$611,045	\$337,333	\$373,242	\$419,227	\$45,985
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Costs	\$1,831,152	\$1,817,326	\$2,022,393	\$2,389,633	\$367,240

Administration Library Administration provides leadership and policy direction for the library system, including coordination of the strategic planning process and oversight of funding efforts. .
FY 2001: 7.40 FTE FY 2002: 6.00 FTE

Communication with the Public Library Communication With the Public helps Multnomah County residents use their library effectively by providing information about library hours, locations, services, programs and special events. Library Communications provides up-to-date information; oversees the Library's web site; produces publications such as THE REGISTER, INFOLINE and THE BOOKMARK; publishes booklists, bookmarks, pathfinders and informational brochures; and organizes special events and programs.
FY 2001: 7.50 FTE FY 2002: 8.50 FTE

Costs by Program	1999-00	2000-01	2001-02	Difference
	Actual	Adopted Budget	Adopted Budget	
	Administration	\$894,097	\$1,134,911	
Communication with Public	\$937,055	\$887,482	\$1,335,193	\$447,711
Total Costs	\$1,831,152	\$2,022,393	\$2,389,633	\$367,240

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Beginning Working Capital increase due to carryover from previous year	Administration			\$562,731
Property Tax increase from the Library Serial Levy	Administration			\$587,981
Interest Earnings increase due to larger fund balance	Administration			\$100,000
Fines and Forfeitures increase	Administration			\$150,000
Service Reimbursement decrease mainly due to the DA no longer paying for the Library's services	Administration			(\$77,935)
General Fund support decrease due to 7% cut	Administration			(\$517,399)
Add Program Development Specialist, Sr. for LSTA School Library project	Administration	1.00	\$53,144	
Reclassify Technical Services Assistant to Library Clerk for RESULTS	Administration	0.10	\$2,266	
Reduce 1.0 Librarian to .50 for LSTA School Library project	Administration	(0.50)	(\$30,624)	
Transfer Administrative Analyst and Facilities Manager to Support Services division	Administration	(2.00)	(\$112,725)	
Transfer Library Manager, Sr. from the bond budget to the Director's Office	Administration	1.00	\$111,709	
Cut Deputy Director position	Administration	(1.00)	(\$118,862)	
Increase in Professional Services for expanded programming & special events	Communication with Public		\$307,653	
Add Program Development Specialist, Sr. for coordination of expanded programming for children and adults	Communication with Public	1.00	\$59,600	
Printing increase due to expanded youth programs	Communication with Public		\$26,500	

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
Newspaper inches per news release/press contact	Communication with the Public	34.6	46	50	50	50
% of print shop/PR customers who rate service quality as satisfactory or better		100%	100%	N/A	95%	95%
Library patron comment forms received/answered						
Answered				1,005	1,005	1,005
Received		820	1,411	1,810	1,810	1,810

Central Library

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

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

In Fall 1999 Central Library staff implemented Ask Us! On-line, offering reference service to remote users via the Worldwide Web. In addition, more than 100 electronic databases once available only from a library search station are now accessible to library cardholders from their home, office or school computer via the internet. Even as remote electronic access grows in popularity, Central Library remains a popular destination. An average of 3,300 people per day visit the library, circulation continues to increase, 1,100 children and adults attend library programs each month, and more than 1,000 people per month tour the library.

Action Plans:

- By 10/01 implement a broad-based customer service plan to improve customer satisfaction with Central Library services.
- By 12/01 complete and implement the new collection development policy at Central Library.
- By 3/02 reevaluate and improve utilization of Central Library space resources.
- By 6/02 complete second-year objectives for service to Latinos, small businesses, seniors, children and teens and remote users as outlined in the Library Plan.

Central Library	1999-00	2000-01	2000-01	2001-02	
Budget Trends	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	171.45	174.75	174.75	172.25	(2.50)
Personal Services	\$7,684,711	\$7,875,039	\$7,990,867	\$8,260,687	\$269,820
Contractual Services	\$54,046	\$72,445	\$64,186	\$91,790	\$27,604
Materials & Supplies	\$2,270,429	\$2,199,435	\$2,235,591	\$2,155,311	(\$80,280)
Capital Outlay	\$0	\$30,575	\$0	\$0	\$0
Total Costs	\$10,009,186	\$10,177,494	\$10,290,644	\$10,507,788	\$217,144

Division Management	Central Library Division Management plans and provides for daily public service at the Central Library. The structure of Central Library Division Management is undergoing an evolutionary process as we strive to implement RESULTS principles and operate as a Learning Organization. FY 2001: 16.25 FTE FY 2002: FTE 14.25
Access Services	Access Services provides physical access to Central Library's circulating materials collections and circulates Central Library books and other library materials. Access Services registers library users for borrowers' cards, checks out, checks in, retrieves, and shelves library materials; collects fines for overdue library materials; provides telephone renewal service for all library users; and sorts and packs books and mail for systemwide delivery. FY 2001: 83.25 FTE FY 2002: 83.75 FTE
Central Information Services	Information Services provides timely and accurate information to the users of Central Library. Information Services answers questions and assists the public in using an extensive collection of print, non-print and electronic resources. Central reference staff also provides library users access to information resources not available locally through interlibrary loan service, and provides system-wide reference service by telephone and via the World Wide Web. FY 2001: 75.25 FTE FY 2002: 74.25 FTE

Costs by Program	1999-00	2000-01	2001-02	Difference
	Actual	Adopted Budget	Adopted Budget	
Central Division Management	\$2,587,416	\$2,606,743	\$2,497,287	(\$109,456)
Central Access Services	\$2,962,446	\$3,221,604	\$3,461,708	\$240,104
Central Information Services	\$4,459,324	\$4,462,297	\$4,548,793	\$86,496
Total Costs	\$10,009,186	\$10,290,644	\$10,507,788	\$217,144

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Cut Program Development Specialist/Senior	<i>Div. Mgmt</i>	(2.00)	(\$138,000)	
Indirect Costs decrease due to smaller budget	<i>Div. Mgmt</i>		(\$30,811)	
Telephone decrease	<i>Div. Mgmt</i>		(\$11,712)	
Facilities increase			\$19,793	
Reclass Clerical Unit Supervisors to Operations Supervisors (Stack Services)	<i>Access Svcs</i>	0.00	\$5,384	
Transfer .50 Clerk from Automation Services, add Clerk	<i>Access Svcs</i>	0.75	\$32,000	
Reduce Page	<i>Access Svcs</i>	(0.25)		
Add 1.0 Operations Supervisor for workload	<i>Access Svcs</i>	1.00	\$47,987	
Cut vacant Mail Clerk position	<i>Access Svcs</i>	(1.00)	(\$34,265)	
Reclass Stacks Supervisor to Stacks Administrator	<i>Access Svcs</i>	0.00	\$4,293	
Decrease in Temporary due to shift to On Call Costs	<i>Access Svcs</i>		(\$24,705)	
Increase Rentals and Repairs & Maintenance to reflect centralized budgeting for Central's copiers & microform machines	<i>Access Svcs</i>		\$27,966	
Increase in Insurance Benefits cost	<i>Access Svcs</i>		\$166,828	
Indirect Costs decrease due to lower rate	<i>Access Svcs</i>		(\$22,740)	
On Call Costs increase, shift from Temporary	<i>Access Svcs</i>		\$24,201	
Reclass 3.00 FTE Library Clerks to Library Assistants	<i>Info Svcs</i>	0.00	\$19,102	
Delete vacant Library Clerk position	<i>Info Svcs</i>	(1.00)	(\$35,560)	
Increase in Insurance Benefits costs	<i>Info Svcs</i>		\$124,994	
Decrease in Temporary due to shift to On Call Costs	<i>Info Svcs</i>		(\$87,903)	
Professional Services increase	<i>Info Svcs</i>		\$34,095	
Decrease Rentals and Repairs & Maintenance to reflect centralized budgeting for Central's copiers & microform machines in Access Services	<i>Info Svcs</i>		(\$24,315)	
Indirect Costs decrease	<i>Info Svcs</i>		(\$41,553)	
Increase On Call Costs, shift from Temporary	<i>Info Svcs</i>		\$82,921	

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
Cost per item checked out	<i>Access Services</i>	\$1.04	\$1.67	\$1.04	\$1.04	\$1.04
Items checked out per hour open (first circulations only)*		685	391	389	395	400
Turnover Rate		1.5	3.96	4.05	4	4
Reference transactions per capita	<i>Central Information Services</i>	0.54	0.61	0.56	0.55	0.55
In-library materials use per capita		1.48	2.29	1.79	2	2
Telephone renewals per capita**	<i>Access Services</i>	3.4	1.63	1.92	1.9	1.9
Cost per telephone renewal		\$0.06	\$0.11	\$0.10	\$0.10	\$0.10
% of reserved materials delivered to patrons within 7 days	<i>Central Information Services</i>	57.5%	57.9%	56.0%	57.0%	57.0%
Cost per patron contact for overdue materials		\$0.15	\$0.08	\$0.08	\$0.08	\$0.08
Telephone reference calls						
Completion rate		92%	N/A	97%	95%	95%
Questions answered per hour		38	26	25	21	21
Callers receiving a busy signal or hanging up while on hold		12	5.61	4.1	3	3
% of browsers who find something to check out in Central Library	<i>Access Services</i>	92.9%	92.6%	93.6%	93.0%	93.0%
Reference transactions per hour	<i>Central Information Services</i>	125	110.8	102	100	100
Reference completion rate		97%	96.7%	96.7%	97%	97%
Central Library average visitors per day	<i>Access Services</i>	2,942	3,303	3,452	3,400	3,400
Value of Lost materials recovered		\$100,000	\$83,555	\$65,270	\$65,000	\$65,000

* Rate is dispersed over an increase of 1308 hours open per year.

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

Community Services

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

The Community Services Division provides a network of branches which provides county residents access to the library's material collections and informational resources and supports a variety of outreach services designed to serve specialized segments of the community. Branch libraries provide materials for self-directed study; resources for recreational reading/listening for users of all ages; access to computers and electronic resources; and a variety of programs for children and adults. Special emphasis is given to providing materials and programming that helps children develop the cognitive skills required to begin learning in school.

Four of the fourteen branches (Gresham, Hillsdale, Hollywood and Midland) are open 64 hours per week, with the other ten branches open 53 hours per week. All branches are open Sunday afternoons. The budget includes funding for the Parkrose Cooperative Library housed in the Parkrose High School. The branch renovation project continues with the opening of replacement libraries in the Sellwood and Hollywood neighborhoods. Funding is also included for three new branches: the East County branch, Fairview-Columbia; Northwest Portland, and a branch in the North Interstate Corridor area. The levy also includes funds for public library services to the Corbett community.

Action Plans:

- Open the Fairview –Columbia and Northwest Libraries in August 2001.
- Open the Hollywood Library in February 2002.
- Open the Sellwood Library in March 2002.
- Open the North Interstate Library in April 2002.
- Increase services to school-aged residents by expanding partnerships with schools, particularly SUN schools; by continuing programming for children; and continuing to grow the Summer Reading Program.
- Increase services to residents who prefer to read and learn in languages other than English, especially Spanish speaking individuals.
- Increase adult programming in all branch locations.

Community Services	2000-01	2000-01	2001-02		
Budget Trends	1999-00	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	158.99	188.02	188.02	203.50	15.48
Personal Services	\$7,158,049	\$8,530,169	\$8,727,913	\$9,584,445	\$856,532
Contractual Services	\$104,789	\$116,196	\$100,000	\$153,161	\$53,161
Materials & Supplies	\$2,116,763	\$3,093,885	\$3,611,219	\$3,415,033	(\$196,186)
Capital Outlay	<u>\$7,095</u>	<u>\$10,898</u>	<u>\$10,898</u>	<u>\$0</u>	<u>(\$10,898)</u>
Total Costs	\$9,386,696	\$11,751,148	\$12,450,030	\$13,152,639	\$702,609

Division Management

Community Services Division Management works with branch managers, supervisors, and staff to provide library materials, information and programs to Multnomah County neighborhood residents. Management plans services; develops and evaluates materials, programs, and staff; assists supervisors and managers with personnel issues; plans building enhancements with appropriate County Facilities personnel; and administers the budget for branch libraries.
FY 2001: 4.50 FTE FY 2002: 2.00 FTE

Branch Libraries

Branch Libraries loan books and other materials; assist children and adults in using library collections; provide programs to pre-school and school age children; and provide access to information and materials beyond the branch library through extensive computer networks. The two large regional branches, Gresham and Midland, make services and resources similar to those provided at the Central Library available to residents outside the downtown area, offering collections and resources to satisfy diverse requests. The branch libraries checked out 7,107,102 items in 1999/00 and answered 384,161 reference questions.
FY 2001: 183.52 FTE FY 2002: 201.50FTE

Costs by Program	1999-00	2000-01	2001-02	Difference
	Actual	Adopted Budget	Adopted Budget	
	Branch Division Management	\$532,753	\$886,342	
Branch Libraries	<u>\$8,853,943</u>	<u>\$11,563,688</u>	<u>\$12,692,462</u>	<u>\$1,128,774</u>
Total Costs	\$9,386,696	\$12,450,030	\$13,152,639	\$702,609

Library

Community Services

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Transfer Library Supervisor positions to Support Services division	<i>Division Mgmt</i>	(2.00)	(\$135,129)	
Cut Library Page position for T-Branch (sorting location for closed branches)	<i>Division Mgmt</i>	(0.50)	(\$14,486)	
Professional Services increase	<i>Division Mgmt</i>		\$10,000	
Rentals and Other Internal reimbursements reduced due to one-time payments made in FY 2001	<i>Division Mgmt</i>		(\$302,513)	
Increase Supplies for new shelving at branches	<i>Division Mgmt</i>		\$59,850	
Indirect Costs decrease	<i>Division Mgmt</i>		(\$26,022)	
Facilities Management decrease	<i>Division Mgmt</i>		(\$20,000)	
Staffing changes for new branches, increased workload at reopening branches:	<i>Branch Libraries</i>			
Library Page		5.31	\$200,000	
Library Clerk		4.24	\$194,000	
Library Assistant		2.77	\$135,000	
Librarian		4.00	\$254,000	
Library Supervisor/Branch		1.66	\$113,000	
Decrease in Temporary, shifted to On Call Costs	<i>Branch Libraries</i>		(\$333,241)	
Overtime increase	<i>Branch Libraries</i>		\$36,319	
Professional Services increase	<i>Branch Libraries</i>		\$43,161	
Printing increase	<i>Branch Libraries</i>		\$38,035	
Communications decrease	<i>Branch Libraries</i>		(\$11,388)	
Decrease in Rentals due mainly to one-time tenant improvements no longer being budgeted under rentals for Sellwood and NW branches.	<i>Branch Libraries</i>		(\$445,550)	
Increase in Insurance Benefits costs	<i>Branch Libraries</i>		\$287,000	
Repairs and Maintenance increase	<i>Branch Libraries</i>		\$13,180	
Increase in Education & Training to support new staff	<i>Branch Libraries</i>		\$21,964	
Increase in Supplies due to new branches	<i>Branch Libraries</i>		\$45,928	
Local Travel/Mileage increase	<i>Branch Libraries</i>		\$9,006	
Indirect Costs decrease	<i>Branch Libraries</i>		(\$36,358)	
Increase in Building Management due to new & larger branches	<i>Branch Libraries</i>		\$434,398	
Increase in Telephones due to new branches	<i>Branch Libraries</i>		\$19,542	
Capital Equipment decrease	<i>Branch Libraries</i>		(\$10,898)	
On Call Costs increased, shifted from Temporary	<i>Branch Libraries</i>		\$386,458	

Library

Community Services

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
Cost per item checked out	<i>Branch Libraries</i>	\$0.42	\$0.53	\$0.53	\$0.48	\$0.43
Turnover rate		8.19	9.09	10.46	10	10
Items checked out per hour open		148	193*	213	205	215
% of browsers who find something to check out		92.0%	90.0%	92.4%	90.0%	90.0%

* # affected by 7 branches closed for renovation

Support Services

Providing support so library staff can provide excellent public services.

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

Action Plans:

- Select and implement opening day collections for new libraries.
- Update the existing collection development policy and make it accessible online by December, 2001.
- Explore the possibilities of making certain collections available digitally.
- Review the existing integrated library system (Dynix) and implement a replacement or upgrade.

Support Services	1999-00	2000-01	2000-01	2001-02	
Budget Trends	1999-00	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	69.62	79.60	79.60	89.75	10.15
Personal Services	\$3,828,866	\$4,516,442	\$4,440,082	\$6,022,888	\$1,582,806
Contractual Services	\$682,443	\$696,621	\$742,055	\$1,216,075	\$474,020
Materials & Supplies	\$8,625,159	\$9,576,034	\$10,500,566	\$8,977,961	(\$1,522,605)
Capital Outlay	<u>\$439,862</u>	<u>\$76,527</u>	<u>\$1,209,551</u>	<u>\$0</u>	<u>(\$1,209,551)</u>
Total Costs	\$13,576,330	\$14,865,624	\$16,892,254	\$16,216,924	(\$675,330)

Library Collection

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

FY 2001: 0.00 FTE FY 2002: 0.00 FTE

Technical Services

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

FY 2001: 32.10 FTE FY 2002: 32.00 FTE

Admin. Services and Distribution

Administrative Services and Distribution is responsible for Human Resource management, financial management, facilities management, the Library's materials movement system, and administrative office support.

FY 2001: 21.25 FTE FY 2002: 27.25 FTE

Automation Services

Automation Services maintains and supports the Library's computer facilities to provide access for patrons and staff to the library's bibliographic and circulation system and its network of PCs and applications for public and staff use. A major project will be undertaken to review the existing integrated library system (Dynix) to implement a replacement or upgrade. Automation Services will continue to put into practice the Library's Automation Plan through ongoing upgrades and expansion of the Library's network infrastructure, expansion of web-based access to services, and development of additional web-based resources.

FY 2001: 15.50 FTE FY 2002: 17.50 FTE

Learning Systems, and Reference & Information Services

Learning Systems and Reference & Information Services are responsible for encouraging and facilitating continual learning throughout the organization for staff and the public. LS/R&IS coordinate training opportunities for staff and foster leadership development for staff. The section provides development opportunities for librarians to work on special projects to improve public services and access to resources, and coordinates system wide reference initiatives.

FY 2001: 7.25 FTE FY 2002: 9.50 FTE

Volunteer Services

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

FY 2001: 2.25 FTE FY 2002: 2.25 FTE

Library

Support Services

Entrepreneurial Activities

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

FY 2001: 1.25 FTE FY 2002: 1.25 FTE

Costs by Program	1999-00	2000-01	2001-02	Difference
	Actual	Adopted Budget	Adopted Budget	
	Library Collection	\$5,821,830	\$6,450,966	
Technical Services	\$1,935,187	\$2,097,395	\$2,281,496	\$184,101
Administrative Svcs & Distribution	\$1,784,662	\$2,994,368	\$3,888,270	\$893,902
Automation Services	\$3,317,952	\$4,254,667	\$2,333,833	(\$1,920,834)
Learning and Information Systems	\$277,458	\$670,070	\$803,561	\$133,491
Volunteer Services	\$167,425	\$147,104	\$155,084	\$7,980
Entrepreneurial Activities	<u>\$271,816</u>	<u>\$277,684</u>	<u>\$282,426</u>	<u>\$4,742</u>
Total Costs	\$13,576,330	\$16,892,254	\$16,216,924	(\$675,330)

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Supplies increase for books and materials to meet expenditure goal	<i>Library Collection</i>		\$85,598	
Indirect Costs decrease	<i>Library Collection</i>		(\$64,310)	
Transfer Library Supervisor from Community Services division	<i>Technical Services</i>	1.00	\$74,649	
Add Technical Services Assistant	<i>Technical Services</i>	0.90	\$43,314	
Delete vacant Library Clerk and vacant Librarian positions	<i>Technical Services</i>	(2.00)	(\$96,894)	
Increase Professional Services to cover additional use of OCLC database	<i>Technical Services</i>		\$70,000	
Increase Supplies for video & CD case replacement throughout system	<i>Technical Services</i>		\$37,000	
Reduce Network Analyst 2	<i>Automation</i>	(0.50)	(\$21,323)	
Network Analyst 3 add	<i>Automation</i>	1.00	\$66,172	
Info Systems Specialist 1 add	<i>Automation</i>	2.00	\$83,492	
Reclass 2 FTE Network Analyst 2 to Info Systems Specialist 1 & 2	<i>Automation</i>		\$0	
Transfer Library Clerk to Central/Access Services	<i>Automation</i>	(0.50)	(\$21,323)	
Reclass Database Administrator to Info Systems Coordinator			(\$8,000)	
Reclass Info Systems Manager to Program Manager 2	<i>Automation</i>		\$11,000	
Professional Services decrease	<i>Automation</i>		(\$67,635)	
Communications increase	<i>Automation</i>		\$63,029	
Repairs and Maintenance increase	<i>Automation</i>		\$47,562	

Library

Support Services

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Shift Capital Equipment and Supply expenditures to Bond Projects	<i>Automation</i>		(\$2,125,596)	
Indirect Costs decrease	<i>Automation</i>		(\$57,353)	
Increase Data Processing and Flat Fee	<i>Automation</i>		\$105,966	
Add Librarian for Reference project work	<i>Learning, Ref & Info Svcs</i>	0.75	\$43,549	
Add Circulation Administrator to coordinate & implement systemwide circulation improvements	<i>Learning, Ref & Info Svcs</i>	1.00	\$57,058	
Increase Learning Systems Manager from .50 to 1.0	<i>Learning, Ref & Info Svcs</i>	0.50	\$51,970	
Decrease in Temporary	<i>Learning, Ref & Info Svcs</i>		(\$20,887)	
Education and Training decrease	<i>Learning, Ref & Info Svcs</i>		\$13,998)	
Add Library Supervisor position due to expansion of delivery & materials movement	<i>Admin and Distribution</i>	1.00	\$68,441	
Add Fiscal Specialist Supervisor for supervision of fiscal unit & coordination of budget process	<i>Admin and Distribution</i>	1.00	\$62,299	
Add .50 Library Page and .50 Delivery Driver for increased materials handling and movement	<i>Admin and Distribution</i>	1.00	\$35,001	
Add .50 HR Analyst 1; delete .50 Program Development Specialist	<i>Admin and Distribution</i>	0.00	\$9,424	
Transfer Facilities Manager and Administrative Analyst from the Director's Office	<i>Admin and Distribution</i>	2.00	\$151,740	
Transfer Library Supervisor from Community Services	<i>Admin and Distribution</i>	1.00	\$63,439	
Reclass Fiscal Specialist 1 to Fiscal Specialist 2	<i>Admin and Distribution</i>	0.00	\$463	
Reclass Human Resources positions as result of HR class/comp study: 1.0 ES Specialist 1 to HR Analyst 1 2.0 ES Specialist 2 to Hr Analyst 2 1.0 Admin Svcs Officer to HR Manager 2	<i>Admin and Distribution</i>	0.00	0	
Increase Professional Services for expansion of School to Career Program (Teen Initiative)	<i>Admin and Distribution</i>		\$477,900	
Decrease rentals due to one-time lease payment made in FY 2001	<i>Admin and Distribution</i>		(\$877,800)	
Increase Premium to cover COLA adjustment and the implementation of the Librarian/Library Assistant class/comp study	<i>Admin and Distribution</i>		\$788,319	
Education and Training increase	<i>Admin and Distribution</i>		\$10,800	
Facilities Management increase	<i>Admin and Distribution</i>		\$58,780	

Library

Support Services

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
% of patrons who find the subject and author they want	<i>Library Collection</i>	72.0%	84.4%	84.2%	85.0%	85.0%
% of patrons who find desired title		61.0%	65.8%	71.8%	68.0%	68.0%
Library Collection turnover rate		6.1	5.95	6.98	6.5	6.5
Cost per library item delivered	<i>Admin. Services & Distribution</i>	\$0.03	\$0.02	\$0.02	\$0.02	\$0.02
Entrepreneurial revenues net of direct cost	<i>Entrepreneurial Activities</i>	\$238,842	\$669,170	\$510,288	\$500,000	\$500,000
Change in # of volunteer hours	<i>Volunteer Services</i>	42,037	42,975	46,076	50,000	52,000
Dynix uptime for the public	<i>Automation Services</i>	100%	100%	100%	99%*	97%
Title Wave revenues net of direct costs	<i>Entrepreneurial Activities</i>	238,842	291,713	349,068	333,164	352,637
Community use of Central Library		106,300	118,570	102,301	100,000	100,000

* More Dynix downtime due to expected hardware upgrades.

Outreach Services

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

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

Action Plans:

- Continue to respond to the informational and recreational reading needs of K-12 public and private school faculty and students, and those who are home schooled through the work of School Corps and *Books 2 U*.
- Continue to work cooperatively with Adult and Community Justice to influence the reading habits of incarcerated youth.
- Continue to contribute to the community's quality child care initiative by working with family and child care center providers to nurture preschoolers' emergent literacy.
- Increase opportunities to improve parenting skills by offering up to six parenting classes in branch libraries and continue to offer guidance to parents in social service programs about reading to their children.
- Continue to implement children's books discussion groups started in the FY 2000 and 2001 federal grant, Talk It Up! Book Discussion Groups for Kids.
- Improve library service to seniors living in retirement homes by facilitating Large Print book clubs.
- Provide library materials to county residents who are temporarily homebound through a "Books by Mail" service.

Outreach Services	1999-00	2000-01	2000-01	2001-02	
Budget Trends	1999-00	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	20.50	23.25	23.25	30.25	7.00
Personal Services	\$1,158,919	\$1,286,546	\$1,333,240	\$1,734,056	\$400,816
Contractual Services	\$5,968	\$50,000	\$75,249	\$180,294	\$105,045
Materials & Supplies	\$332,225	\$194,035	\$346,427	\$570,177	\$223,750
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Costs	\$1,497,112	\$1,530,581	\$1,754,916	\$2,484,527	\$729,611

Youth Outreach

Youth Outreach serves children pre-birth through grade 12 through the following programs: Early Childhood Resources, School Corps, Books 2 U, LIBROS (Library Outreach in Spanish), Talk It Up! Book Discussion Groups for Kids, and Juvenile Justice Outreach. Clients include students and faculty in public and private schools; parents, especially those in social service programs; early childhood professionals in child care centers and family child care homes; pregnant and parenting teens; children, teens and parents from Spanish-speaking families; incarcerated youth; and children and teens who need motivational assistance in reading and developing critical thinking skills.

FY 2001: 17.00 FTE FY 2002: 23.00 FTE

Adult Outreach

Adult Outreach delivers library materials and services to Multnomah County Library residents who are unable to visit a library. Customers include individual homebound residents, senior citizens, people with disabilities, jail inmates and people in shelters and transition homes. Library Adult Outreach circulated 142,651 items and answered 27,870 reference questions during FY 2000.

FY 2001: 6.25 FTE FY 2002: 7.25 FTE

Costs by Program	1999-00	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
	Youth Outreach	\$716,532	\$1,388,887	
Adult Outreach	\$780,580	\$366,029	\$396,417	\$30,388
Total Costs	\$1,497,112	\$1,754,916	\$2,484,527	\$729,611

Library

Outreach Services

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Expand the LIBROS Initiative as part of the implementation of the Library's 5-year plan: Add 3.0 Library Assistants & 1.0 Library Outreach Specialist Increase Professional Services (programs), Supplies (books) and Education & Training	Youth Outreach	4.00	\$189,885 \$46,722	
Other Personnel changes in Youth Outreach: Add 1.0 Program Development Specialist, Sr. for coordination of youth initiatives & annual events Add 1.0 Library Assistant to expand Books 2 U Transfer .50 Librarian to Director's Office for LSTA School Project Delete 1.5 Librarian position	Youth Outreach	1.00	\$67,372	
Add Early Words program, Library Clerk, funded by Commission on Children, Families, and Community	Youth Outreach	1.00	\$240,000	
Reclassify Library Youth Services Coordinator to Library Manager/Senior	Youth Outreach		\$0	
Professional Services increase	Youth Outreach		\$14,245	
Supplies increase	Youth Outreach		\$94,656	
Education and Training increase	Youth Outreach		\$38,614	
Add Outreach Specialist	Adult Outreach	1.00	\$56,000	
Reduce Motor Pool due to purchase of new van in FY 2001	Adult Outreach		(\$41,568)	

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
Cost/patron served by outreach services	Adult Outreach	\$8.29	\$1.17**	\$1.08	\$1.08	\$1.08
Contacts with children and teens in targeted programs outside libraries *	Youth Outreach	321,362	494,349	387,935	384,000	380,000
Contacts with children and teens in targeted programs in libraries *		93,600	76,591	78,378	75,000	80,000
# of School Corps contacts with students, faculty, and parents		14,996	44,494	62,235	55,500	65,000
% of targeted family child care providers served by Library Family Child Care		1.9%	9.3%	38.0%	45.0%	56.0%

* Includes children, teens and caregivers.

** Large increase in jail beds; homeless shelters served whole year (versus only 2 months previous year).

Bond Projects

In FY 1998, the staff began a series of public meetings about the branch projects and expects to continue these as each project is scheduled. The Library will continue to inform and involve the public, the Library Board and the Board of County Commissioners as progress is made.

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

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

Following physical analysis and functional assessment of each branch library, the following decisions were made:

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

The first branch library closed for renovation in July 1998. At this point we have:

- Completed renovation of nine branch libraries;
- Built one new branch;
- Completed the renovation of the Library Administration building;
- Begun construction on a new mixed-use building in Hollywood (including a library, retail space and housing);
- Selected a site and begun schematic design for a new building in Hillsdale; and
- Completed plans for a leased library in a mixed-use building in Sellwood.

We expect all projects to be completed early in 2003.

In FY 1998, we began a series of public meetings about the branch projects and we have continued these as each project progressed. The Library will continue to inform and involve the public, the Library Board and the Board of County Commissioners as progress is made.

The bond money designated for technology will be invested in a new library computer system, replacing the current mainframe system and its related software and hardware.

Bond Projects		2000-01	2000-01	2001-02	
Budget Trends	1999-00	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	1.00	1.00	1.00	0.00	(1.00)
Personal Services	\$104,260	\$104,085	\$107,638	\$0	(\$107,638)
Contractual Services	\$0	\$0	\$0	\$0	\$0
Materials & Supplies	\$6,458	\$0	\$2,999,287	\$1,696,171	(\$1,303,116)
Capital Outlay	\$0	\$0	\$0	\$1,300,000	\$1,300,000
Total Costs	\$110,718	\$104,085	\$3,106,925	\$2,996,171	(\$110,754)

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Transfer Library Manager, Sr. to Director's Office	<i>Bond Projects</i>	(1.00)	(\$107,638)	
Beginning Working Capital decrease due to use the previous year	<i>Bond Projects</i>			(\$110,754)
Supplies decrease, shifted to Capital Equipment for computer equipment	<i>Bond Projects</i>		(\$1,205,578)	
Indirect Costs decrease because budgeted items are not eligible for indirect costs	<i>Bond Projects</i>		(\$97,538)	
Capital Equipment increase for computer equipment	<i>Bond Projects</i>		\$1,300,000	