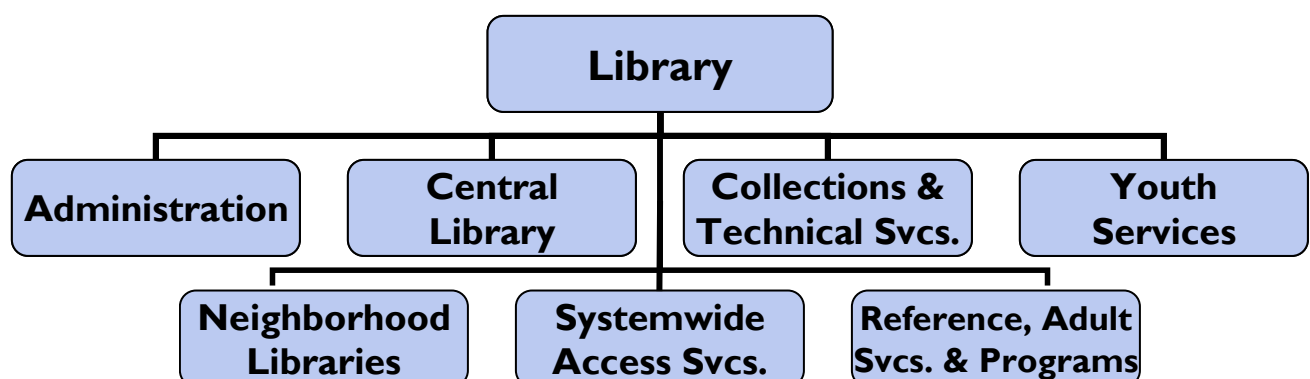


Department Overview

At 146 years old, the Multnomah County Library (MCL) has seen its fair share of changes. Today the library is the largest in Oregon, boasting the third highest circulation rate in the country. It actively responds to the changing needs of its increasingly diverse community, creating a place where opportunities to gather, read, learn, and connect are fostered.

There are three constants that define the library over the course of time and transformation: a quality collection, excellent service, and welcoming spaces. The seven priorities listed below build upon these constants and help guide the difficult but necessary decisions to ensure that Multnomah County Library is providing this community the best services with limited resources.

1. **Exceptional customer service** - MCL patrons consistently receive outstanding customer service that is responsive to change. Patrons easily find staff who are available to assist and interact with them at their point of need.
2. **A resource during this economic crisis** - Patrons will find resources, programs, and support to improve their lives during the current economic crisis.
3. **Efficient materials movement** - Patrons will receive their library materials as quickly and cost-effectively as possible. Patrons will be able to access materials in ways that are focused on self-service and ease of use.
4. **Early literacy** - Children from birth to age five will have programs and services designed to ensure that they will enter school ready to read, write, and listen.
5. **Success in school: support for K-12 student learning** - Students will have the services, materials, and resources they need to succeed in school and to improve their literacy.
6. **Resources for immigrants** - Immigrants will have the information and resources they need to participate successfully in life in the United States.
7. **Facilitating civic engagement** - Patrons will have access to resources that support, create opportunities for, and inspire participation in our community, as well as address issues of public concern.



Budget Overview

The FY 2011 budget for the Library maintains the level of service promised in the five-year levy, which voters approved in the fall of 2006. Included in the operating budget are operating appropriations for the newly opened Kenton Library and the new Troutdale Library, which will open later in 2010.

The Library's budget of \$61,994,423 reflects a decrease of roughly 2.6%. The decrease is not due to service reductions, but rather the completion of construction, equipping, and purchasing opening day collections for the new Kenton and Troutdale libraries. The Library has also completed a large portion of its Materials Movement Project, first funded in FY 2009, which includes installation of Radio Frequency Identification tags, equipment and security gates. \$6.4 million of one-time-only expenditures were budgeted for these two projects in FY 2010. The \$500,000 book budget reduction taken in FY 2010 to balance the budget has also been restored.

The Library's local option levy provides \$40.4 million, or 65.2%, of the Library's operating budget. A County General Fund cash transfer provides another \$15.1 million, or 24.4%, of the Library's operating budget. Of this amount, \$800,000 is for the materials movement project. The General Fund contribution lowers the Library's debt service cost for the next seven years. The remaining operating funds are derived from fines, interest earnings, grants, and beginning working capital.

Total Library positions have increased by 8.58 FTE, increasing from 486.51 to 495.09 FTE. Full year staffing for the new libraries accounts for 8.23 FTE of the increase.

Budget Trends	FY 2010		FY 2010		FY 2011	
	FY 2009	Current	Adopted	Adopted		
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>	
Staffing FTE	477.50	486.51	486.51	495.09	8.58	
Personal Services	\$35,061,559	\$36,539,858	\$36,607,971	\$38,973,740	\$2,365,769	
Contractual Services	1,183,822	601,343	1,273,281	1,808,722	535,441	
Materials & Supplies	20,048,546	23,401,424	21,386,389	21,196,961	(189,428)	
Capital Outlay	<u>39,823</u>	<u>1,369,044</u>	<u>4,410,316</u>	<u>15,000</u>	<u>(4,395,316)</u>	
Total Costs	\$56,333,750	\$61,911,669	\$63,677,957	\$61,994,423	(\$1,683,534)	

Successes and Challenges

Multnomah County Library was named one of five libraries to receive the 2009 National Medal for Museum and Library Service, the nation's highest honor for museums and libraries. The annual award, made by the Institute of Museum and Library Services since 1994, recognizes institutions for outstanding social, educational, environmental, or economic contributions to their communities.

In its second annual assessment, the national library publication Library Journal has again awarded Multnomah County Library a five star rating — the highest ranking possible. When compared with other large urban library systems, Multnomah County Library was ranked #1 in circulation per capita once again.

Library use continues to climb in all areas, as seen in these increases from FY 2008 to FY 2009: checkouts up 8.5%, holds filled up 16%, door count up 10%, and program attendance up 6%.

The community is counting on its library ~ and the library is counting on its community. With almost two-thirds of its funding coming from a local option levy, the library is heavily dependent on the goodwill of the county's voters to provide the majority of its funding. Though this creates a strong accountability between the library and its users, it also creates a funding model that is inherently unstable and unsustainable, especially when coupled with reduced General Fund resources. Library stakeholders have long sought support for a different funding option; the most recent effort in 2007-08 recommended the formation of a library district through an amendment to the county charter.

Other ongoing issues include the lack of adequate space for the high volume of materials handling, as well as the continued demand on IT and facilities resources for the library's heavily used computers, evolving technology needs, and buildings.

Budget by Division

Division Name	FY 2011 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$0	\$4,389,279	\$4,389,279	30.75
Central Library	0	13,002,030	13,002,030	143.75
Collections & Technical Svcs	0	10,348,586	10,348,586	31.75
Youth Services	0	2,742,156	2,742,156	20.00
Neighborhood Libraries	0	21,300,821	21,300,821	235.75
Systemwide Access	0	8,219,703	8,219,703	17.75
Reference, Adult Services & Programs	0	1,991,848	1,991,848	15.34
Total Library	\$0	\$61,994,423	\$61,994,423	495.09

Significant Changes

The following table describes the significant changes made in each division. Significant is defined as expenditures that have increased/decreased by more than 5% or where FTE have increased or decreased by 1.00 or more from the FY 2010 adopted budget. Additional information can be found in the division narrative and in individual program offers.

Prog #	Program Name	FTE Changes (+/-) All Funds	Estimated \$ Change-GF	Estimated \$ Change-Other Funds
Department Administration				
80008	Marketing & Communications	2.00	-	159,280
80009	Business Services	(0.25)	-	1,501,937
Central Library				
80000	Central Library	(2.00)	-	(129,144)
Neighborhood Libraries				
80002	Neighborhood Libraries	8.98	-	(2,412,945)
Collection & Technical Services				
80013	Library Book Budget	-	-	(465,000)
80014	Library Books-Acquisition & Processing	(1.00)	-	386,522
Youth Services				
80015	Youth Services Management	-	-	(49,135)
Reference, Adult Services & Programming				
80006	Adult Outreach	(0.25)	-	(44,804)
Systemwide Access Services				
80017	IT Services	-	-	301,010
80018	Facilities & Material Movement	0.50	-	194,791
80019	Customer Support & Account Management	1.00	-	(1,101,629)

Division Overview

Department Administration provides executive leadership for the library system; informs residents of the many resources the library offers; manages the library's finance and budget operations; promotes the resource management of highly qualified staff; and provides opportunities for people to contribute their time and talents to Multnomah County Library.

The Director's office works with the Board of County Commissioners, the Library Advisory Board, community organizations, businesses, private citizens, and staff to ensure that library services meet the needs of Multnomah County residents. Several all-time library use records were achieved last year, including check-ins, checkouts, door counts, and holds filled.

Marketing and Communications helps residents use their libraries effectively by offering accurate, up-to-date information about library hours, locations, services, programs, and events through a variety of published and online tools. As many people use the library's web site each day as enter the library's buildings - about 15,000 every day.

Business Services ensures that library funds are budgeted, received, accounted for, and spent appropriately, and administers contracts and procurement.

Human Resources/Learning Systems provides management consultation and technical assistance with all aspects of the employment cycle, as well as coordinating training for staff and library patrons.

Volunteer Services oversees the recruitment and placement of volunteers for all library locations along with a number of outreach programs and the Title Wave Used Bookstore. Volunteers contributed 58,000 hours last year, an increase of 6% over the previous year.

Department Administration

- 80007 Library Director's Office
- 80008 Marketing & Communications
- 80009 Business Services
- 80010 Volunteer Services/Title Wave Book Store
- 80011 Human Resources/Learning Systems

Significant Changes

The following describes the significant budget changes that impacted the division.

During FY 2010, a reorganization took place as part of the move of the Business Services Manager to the Deputy Director position. The vacant Business Services Manager position plus a vacant librarian position at Central Library were reallocated to meet the following needs:

- Increased web support and capacity from 1.00 FTE to 3.00 FTE with the addition of a web services manager and a second web specialist (80008). On average, more library users visit the library's web site every day than walk into a library location. Web site visits have steadily increased over the past two years, and this increase in FTE will provide the support and resources that are required for this virtual branch.
- Increased fiscal support staff and capacity from 2.00 to 2.50 with the addition of a 0.50 Finance Specialist I and the reclassification of a current Finance Specialist 2 to a Budget Analyst (80009). This will allow the library's Finance Office to handle an increased load of budget responsibilities in the absence of the Business Services Manager position.

Measuring Success

The performance measures in the Department Administration division program offers reflect the wide scope of administrative and support functions represented in this area, as well as ongoing interactions with the community in receiving written or e-mailed feedback (80007), placing volunteers (80010), answering phone queries (80009), and hosting visits to the library's web site (80008). These measures help the library gauge its effectiveness in serving the community.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog. #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
80007	Library Director's Office	\$0	\$737,961	\$737,961	4.00
80008	Marketing & Communications	0	1,119,747	1,119,747	8.50
80009	Business Services	0	1,315,249	1,315,249	7.75
80010	Volunteer Svcs/Title Wave Book Store	0	363,124	363,124	3.00
80011	Human Resources/ Learning Systems	<u>0</u>	<u>853,198</u>	<u>853,198</u>	<u>7.50</u>
Total		\$0	\$4,389,279	\$4,389,279	30.75

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Lead Agency: Library

Program Contact: Vailey Oehlke

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Director's Office provides executive leadership for the library system by working with the Board of County Commissioners (BCC), the Library Advisory Board (LAB), community organizations, businesses, private citizens, and staff to ensure that Library services meet the needs of Multnomah County residents.

Program Description

The Library Director's Office envisions the library's role and future in the community; translates that vision into strategic direction in partnership with the BCC, the community, and the Library Advisory Board; represents Multnomah County Library on local, regional, and national levels working with other libraries and library organizations; partners with The Library Foundation and the Friends of the Library to enhance citizen support and fundraising efforts; executes policy development and implementation with the senior management team; and leads with County peers in achieving enterprise-wide objectives. This Office is directly responsible to Multnomah County residents for the effectiveness and efficiency of the library system. Every five years, voters have an opportunity to express their opinion about library services through the local option levy election.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Customer comments received and processed (electronic and paper)	2,200	2,800	2,500	2,500
Outcome	Conversations with the Library Director	15	15	19	19

Performance Measure - Description

Output: Citizen input received through comment cards and the library's website.

Outcome: Scheduled events for the Library Director to communicate and connect directly with staff regarding library issues.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$636,799	\$0	\$608,338
Contracts	\$0	\$54,735	\$0	\$55,000
Materials & Supplies	\$0	\$46,670	\$0	\$52,970
Internal Services	\$0	\$29,974	\$0	\$21,653
Total GF/non-GF:	\$0	\$768,178	\$0	\$737,961
Program Total:	\$768,178		\$737,961	
Program FTE	0.00	4.00	0.00	4.00
Program Revenues				
Fees, Permits & Charges	\$0	\$565,700	\$0	\$545,000
Intergovernmental	\$0	\$573,854	\$0	\$496,905
Taxes	\$0	\$39,494,009	\$0	\$40,440,113
Other / Miscellaneous	\$0	\$21,186,394	\$0	\$20,512,405
Total Revenue:	\$0	\$61,819,957	\$0	\$61,994,423

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

\$852,740 (\$20,000 for this offer) comes from The Library Foundation for program and collection enhancements.

Significant Program Changes

Last year this program was: #80007, Library Director's Office
No significant changes.

Lead Agency: Library

Program Contact: June Mikkelsen

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Marketing & Communications helps residents use their library by offering accurate, up-to-date information about library hours, locations, services, programs, and events. Marketing & Communications offers opportunities for community members to provide input about library-related issues of community-wide importance through surveys, regular web updates, and community meetings. This helps maintain the trust of the voters who approve the library's local option levy.

Program Description

By coordinating accurate and current information about the library, Marketing & Communications ensures that the public understands what the library offers and how to get involved. Marketing & Communications serves the community's information needs through a variety of means, including print and electronic newsletters, monthly event flyers, service brochures, and promotional materials for library events. Marketing & Communications also oversees the library's intranet and public website, ensuring that the library's online presence is dynamic, useful, and relevant to all members of the community. To ensure that broadcast, print, and online media provide the public with regular and timely information about library services and programs, Marketing & Communications proactively and regularly communicates with local and national media outlets.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Visits to the library's website	6,684,813	7,000,000	7,500,000	8,000,000
Outcome	% of customers satisfied with library communications	99.0%	90.0%	98.0%	98.0%

Performance Measure - Description

A visit (or session) is counted when a user accesses the MCL website. Multiple pages can be viewed during the visit. If a user leaves the site and returns later, it is considered a new visit. Some visits of a very long time period are discarded. Visits are generally considered the most useful and accurate measurement of website use. Website visits do not include visits to the library catalog (which are tracked separately).

In February 2010, library customers completed an online survey about their satisfaction with library communications.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$649,320	\$0	\$816,904
Contracts	\$0	\$49,500	\$0	\$52,000
Materials & Supplies	\$0	\$232,830	\$0	\$227,617
Internal Services	\$0	\$28,817	\$0	\$23,226
Total GF/non-GF:	\$0	\$960,467	\$0	\$1,119,747
Program Total:	\$960,467		\$1,119,747	
Program FTE	0.00	6.50	0.00	8.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80008, Marketing & Communications

Net increase of 2.0 FTE due to the addition of two positions for increased web support and capacity (total FTE increase is from 1.0 to 3.0). These positions are being funded through the reallocation of a vacant librarian position and with much of the funding from the vacant Business Services Manager position (not filled when the incumbent moved to the Deputy Director position).

Lead Agency: Library

Program Contact: Becky Cobb

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Business Services manages the library's finance and budget operations, provides administrative clerical support for management and program staff, and provides front-desk reception for the Library Administration building.

Program Description

Business Services manages the annual budget preparation and submittal process; monitors and adjusts the budget throughout the fiscal year; manages contracts, procurements, and grants; and processes and oversees accounts payable and receivable for the library system. This program ensures that library funds are budgeted, received, accounted for, and spent appropriately. Administrative staff answer the main phone number for the library system and assist people by explaining policies, answering questions, and referring people to the appropriate library service, while also completing clerical tasks and projects for management and program staff.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Telephone calls answered by administrative support staff	15,513	16,000	15,500	15,500
Outcome	Invoices paid within 30 days	84.0%	88.0%	90.0%	88.0%

Performance Measure - Description

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	-\$404,361	\$0	\$931,842
Contracts	\$0	\$5,000	\$0	\$3,000
Materials & Supplies	\$0	\$118,325	\$0	\$103,571
Internal Services	\$0	\$94,348	\$0	\$276,836
Total GF/non-GF:	\$0	-\$186,688	\$0	\$1,315,249
Program Total:	-\$186,688		\$1,315,249	
Program FTE	0.00	8.00	0.00	7.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80009, Business Services

The FY 10 personnel budget for this program offer reflects the COLA/Step/Merit freeze savings adjustment for the entire Library. Adjusted for this accounting, the real personnel change is noted below.

Net decrease of .25 FTE. The fiscal unit was reorganized during FY 2010 with the addition of a .75 Finance Specialist I and the reclassification of a current Finance Specialist 2 to a Budget Analyst. This will allow the Library's Finance Office to handle an increased load of budget responsibilities in the absence of the Business Services Manager position (incumbent moved to the Deputy Director position and the vacant position is being reallocated to fund this change as well as the change described in Marketing & Communications, #80008).

Budgeted debt service payments were reduced by \$124,245 due to the General Fund covering half of the costs that were anticipated to be supported by borrowing funds.

Lead Agency: Library

Program Contact: June Mikkelsen

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Volunteer Services provides opportunities for more than 1,700 people annually who contribute their time and talents to Multnomah County Library. Volunteers are active in all locations including the Central Library, the 18 neighborhood libraries, Library Administration, and the Title Wave Used Bookstore, as well as various outreach programs.

The Title Wave Used Bookstore is a retail outlet that generates revenue for the Library through the sale of discarded books and other materials. Opened in 1988, the Title Wave provides an effective means of recycling the library's collection back into the community.

Program Description

Volunteer Services oversees the recruitment, screening, placement, and recognition of approximately 1,700 volunteers. Volunteers enhance the services that the library can provide at all library locations in the community. The scope of volunteer opportunities includes booktalking with Books 2 U, conducting storytimes in child care centers with Raising A Reader, delivering library materials to shelters through Adult Outreach, teaching seniors basic computer skills through Cyber Seniors classes, and searching for reserved items at all library locations. Volunteers are given skills and responsibilities that engage them in their libraries and neighborhoods. About 40% of library volunteers are students from 10-18 years old. Students are given an experience that provides life skills and engages them in their community. Last year 1,723 volunteers contributed over 58,000 hours to the library.

The Title Wave Used Bookstore recycles and sells discarded library books and materials to the community. The store is open 36 hours per week and is fully staffed by 65 volunteers with the support of one paid staff person. Because the used books are sold at reasonable prices, many of the Title Wave's regular customers are teachers/media specialists buying books for their classrooms and libraries. Many homeschool families buy books for educational purposes as well. Last year the Title Wave generated over \$220,000 in revenue.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Hours contributed by volunteers	58,171	57,000	58,500	58,900
Outcome	Student volunteers who report using their svc for school/community requirements	39.0%	42.0%	39.0%	39.0%

Performance Measure - Description

The outcome measure actual for FY 2009 is based on an estimate from 3 previous years of surveys. The percentage has been within 3 points each year. A recent volunteer database change made it difficult to send out the FY09 survey to an accurate list of potential respondents.

Legal/Contractual Obligation

Measure No. 26-81 “renew Five-year Local Option Levy to Continue Library Services”, November 2006 General Election- The levy language reads: “Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue book delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods in East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries.”

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$298,070	\$0	\$309,181
Contracts	\$0	\$17,700	\$0	\$11,400
Materials & Supplies	\$0	\$24,505	\$0	\$31,205
Internal Services	\$0	\$15,160	\$0	\$11,338
Total GF/non-GF:	\$0	\$355,435	\$0	\$363,124
Program Total:	\$355,435		\$363,124	
Program FTE	0.00	3.00	0.00	3.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80011, Volunteer Services/Title Wave Book Store
No significant changes.

Lead Agency: Library

Program Contact: Shelly Kent

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Human Resources/Learning Systems (HR/LS) promotes the resource management of highly qualified staff by providing management consultation and technical assistance with the employment life cycle, through recruiting, hiring, and retaining staff; time entry; staff training and development; and consulting with employees and managers, including planning for future workforce needs.

Program Description

HR/LS supports the Library's mission and goals by: ensuring HR systems are collaboratively implemented; assisting and consulting with over 560 regular and 132 on-call/temporary employees and supervisors; and assessing, developing, and coordinating employee training needs and learning opportunities. HR/LS provides internal consultation to managers and employees on a wide range of HR, employee, and labor relations issues including: performance management to ensure a highly functioning workforce; recruitment to attract highly qualified, diverse applicants to serve the changing needs of County residents; legal, contractual, and policy compliance to reduce liability and the costs of unlawful employment actions; and accurate time entry to ensure that employees are paid correctly for hours worked. HR works with staff and managers to assess organizational needs; provide strategic direction, succession, and workforce planning; and provide learning opportunities to ensure highly qualified and competent staff who have the requisite skills to serve their customers. HR/LS partners with central HR/labor relations to develop and implement integrated HR initiatives & solutions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Staff training sessions offered by Learning Systems	217	111	153	150
Outcome	Increase in number of bilingual/bicultural FTEs	5.0%	0.0%	9.5%	0.0%
Quality	Job announcements posted w/in 2 weeks of completed personnel requisition receipt	100.0%	100.0%	100.0%	100.0%
Quality	Staff receive sufficient training/education to perform their jobs effectively	92.4%	90.0%	90.0%	90.0%

Performance Measure - Description

Outcome: Substantial increases took place in the last few years; for now FY 2011 is expected to maintain the status quo.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$776,931	\$0	\$786,802
Contracts	\$0	\$13,500	\$0	\$17,000
Materials & Supplies	\$0	\$27,596	\$0	\$28,100
Internal Services	\$0	\$29,410	\$0	\$21,296
Total GF/non-GF:	\$0	\$847,437	\$0	\$853,198
Program Total:	\$847,437		\$853,198	
Program FTE	0.00	7.50	0.00	7.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80010, Human Resources/Learning Systems
No significant changes.

Division Overview

Referred to as “Portland’s Crown Jewel,” Central Library is a cherished historic building, a downtown destination for locals and tourists alike. Over 2,700 people visit Central Library every day, from all around Multnomah County, the surrounding metropolitan areas, and southwestern Washington.

First opened in September 1913 and extensively renovated in 1994-97, Central Library has more than 17 miles of bookshelves. The biggest public library building in Oregon, Central Library houses a diverse collection of nearly 800,000 current and historic books and other materials, including the Oregonian newspaper back to the first issue from 1850. The John Wilson Special Collection, unique for public libraries, houses rare books and other historical items.

Statistics from the last fiscal year demonstrate the heavy use of the Central Library. Over 200,000 reference questions were answered, from people with diverse needs such as students needing homework help to entrepreneurs wanting to start a new business. Members of the public spent over 150,000 hours on the Internet doing a wide variety of activities such as completing job applications, filing for student financial aid, or researching the cost of a new car. Over 300 school classes and other groups came to tour the library, do research, hear stories, and select materials to check out. Over 17,000 new borrowers signed up for library cards. Almost 30,000 people of all ages from babies through seniors attended a wide variety of programs and classes; attendance is higher than other central libraries such as Queens and Hennepin County.

Central Library

- 80000 Central Library
- 80012 Central Director's Office

Significant Changes

The following describes the significant budget changes that impacted the division.

The first phase of the Materials Movement Project was funded in FY 2009 with program offer 80022, Protecting Central Library's Collection. This offer provided for installation of Radio Frequency Identification tags, equipment, and security gates.

The goals of this project are to:

- improve circulation efficiency and shelf accuracy;
- achieve high levels of customer self-service;
- improve inventory control and reduce materials losses;
- maximize service to the community; and
- reduce the staff's risk of repetitive motion injuries

In a two and a half month period last fall, Central Library staff, staff from other locations, and a number of volunteers inserted tags in over 642,000 items. After a 3-day closure in mid-January to install the security gates and checkout stations, Central Library reopened with a fully functioning RFID system on January 14, 2010 - on schedule. The benefits have been immediate: before the implementation, 28% of all checkouts were done on the former checkout stations; for the week of January 27-February 2, the self-service checkout rate was 72%.

Measuring Success

Central Library's annual circulation of almost three million books and other items is higher than most central libraries in the country. According to Public Library Association statistics for 2009, out of 37 central libraries surveyed in the US, Multnomah County Central Library has the second highest circulation, surpassed only by Cincinnati.

The high percentage of Central Library patrons who found books and items they wanted demonstrates the strength of the collection in meeting people's interests and the effectiveness of the staff in providing assistance.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog. #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
80000	Central Library	\$0	\$10,704,805	\$10,704,805	140.25
80012	Central Director's Office	<u>0</u>	<u>2,297,225</u>	<u>2,297,225</u>	<u>3.50</u>
Total		\$0	\$13,002,030	\$13,002,030	143.75

Library

Central Library

fy2011 **adopted** budget

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Lead Agency: Library
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Linda Fenster

Executive Summary

The Central Library offers books, informational services, public programs and classes, and meeting space. Central Library serves the diverse people and communities throughout Multnomah County: urban core, suburban neighborhoods, disadvantaged, affluent, preschoolers, students, retirees, job hunters, and culture seekers. Central Library provides services to all seven days per week, including two evenings.

Program Description

Central Library engages citizens with ideas and brings them together for community interaction by providing programs, meeting rooms, and public forums as well as books and other informational materials. More than 977,000 people visit Central annually, averaging over 2700 visits per day. Central Library fosters opportunities and resources for lifelong learning by offering access to more than 778,000 books and other items. Each year, Central Library provides 67 public computers with free Internet access used more than 152,000 hours (87.2% utilization rate); answers over 218,000 information queries; offers 1,387 programs; and contributes to sustainability by sharing resources that would have cost \$24 million annually if purchased by individuals.

In particular, this offer provides opportunities for diverse neighbors to interact and engender a sense of community. People attend programs done in partnership with other organizations, such as the PCC co-sponsored "lunch & learn" series that improves work and life skills. Central Library also offers a variety of forums and resource fairs where people meet, gather, and discuss ideas and issues pertinent in the community. Groups use meeting rooms for their own community meetings and events. Central Library provides essential services to the "technology poor" by providing free Internet access through Internet stations, wireless access, and a variety of free computer labs and classes. Central Library provides people from all walks of life with a lifetime of learning through books, magazines, and online resources in an array of subjects—from art & music to job hunting & car repair, from poetry & philosophy to adult literacy & language learning—for people from all walks of life. Breaking down cultural and economic barriers, Central empowers new immigrants, small business owners, seniors, students, and the homeless by providing information survival tools needed to develop life skills.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Books and items checked out or renewed	2,940,613	3,000,000	2,881,800	2,800,000
Outcome	Patrons who found books and items they wanted	91.2%	93.0%	92.0%	92.0%
Efficiency	Books and items checked out/renewed per capita	30	28	29	29

Performance Measure - Description

Outcome: From the library's annual Output Measures survey.

Efficiency: Checkouts & renewals per capita (circulation/service population): Multnomah County has the second highest circulation per capita in the nation among libraries serving more than 250,000 people. (Source: Public Library Data Service Statistical Report)

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$10,216,296	\$0	\$10,183,097
Contracts	\$0	\$93,376	\$0	\$82,380
Materials & Supplies	\$0	\$227,661	\$0	\$245,638
Internal Services	\$0	\$286,616	\$0	\$178,690
Capital Outlay	\$0	\$10,000	\$0	\$15,000
Total GF/non-GF:	\$0	\$10,833,949	\$0	\$10,704,805
Program Total:	\$10,833,949		\$10,704,805	
Program FTE	0.00	142.24	0.00	140.25
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80000, Central Library

Reduction of 2.0 FTE including 0.75 FTE of page and clerk positions reallocated to Neighborhood Libraries during FY 2010.

During FY 2010, Central Library implemented the use of Radio Frequency Identification (RFID) technology by tagging the collection (over 642,000 items), installing security gates, and installing checkout stations for the public and circulation equipment for the staff. The implementation was completed on schedule in January, 2010. Self-service checkout rates are increasing, allowing staff to provide more direct customer service rather than focusing almost solely on materials handling tasks.

Lead Agency: Library

Program Contact: Linda Fenster

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Central Library Director's Office (CDO) sets overall direction for the Central Library; directs, develops, and evaluates services, programs, and staff; and administers the Central Library budget.

Program Description

CDO consists of the Central Library Director, an administrative specialist, a senior office assistant, and a senior administrative analyst. In collaboration with the Library Director's Office, the CDO determines service, policy, and fiscal priorities for Central Library. This office oversees and supports the Central Management Team, coordinates priorities/needs with those of the 18 other library locations, communicates with the public regarding Central-related issues, helps manage public and County use of meeting space, oversees building security, manages telecommunications for the building, responds to facilities issues, and maintains an active connection with the downtown business and civic communities. Administrative staff provide building-wide administrative support. This office is responsible for the effectiveness and efficiency of Central Library services and the related expenditure of funds. CDO proactively engages with the downtown community and is responsive to the concerns and needs of all Central Library users.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Visits to Central Library	977,141	912,000	980,000	980,000
Outcome	Customers who rated Central's public programs good or excellent	99.1%	99.0%	99.0%	99.0%

Performance Measure - Description

Output: Central Library is a popular destination for area residents. Every day thousands of people walk through its doors to attend a program, do research, use the Internet and more.

Outcome: From customer evaluations of Central Library programs.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$345,049	\$0	\$348,960
Contracts	\$0	\$12,000	\$0	\$12,000
Materials & Supplies	\$0	\$9,600	\$0	\$9,936
Internal Services	\$0	\$1,845,311	\$0	\$1,926,329
Total GF/non-GF:	\$0	\$2,211,960	\$0	\$2,297,225
Program Total:	\$2,211,960		\$2,297,225	
Program FTE	0.00	3.50	0.00	3.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80012, Central Director's Office
No significant changes.

Division Overview

The Collection and Technical Services Division is a centralized section that acquires, catalogs, processes and manages the library's collection for all locations.

It is organized into four units:

1. The Selections Unit works with vendors, publishers and professional review sources to select materials in all formats (print, CDs, DVDs, electronic) for purchase. This unit monitors collection use by location, age group, and patron requests to determine current needs.
2. The Acquisitions Unit orders, claims, receives, and pays for collection materials. This unit monitors use of collection funds, pays invoices, and maintains fund accounting records.
3. The Cataloging Unit creates database records that show what the library owns, where materials are located, and whether they are available. These records enable patrons to see availability, place holds on copies, and check out materials.
4. The Materials Processing Unit prepares materials for use by applying protective labels, jackets, and packaging. This unit sorts new materials for direct delivery to library locations.

In FY 2010 the Division added 39,000 new titles (325,000 copies) to library locations. It also managed approximately 3,300 periodical subscriptions, more than 120 databases, and a growing number of online resources. The electronic materials can be accessed 24/7 outside the library.

Collections and Technical Services

- 80013 Library Book Budget
- 80014 Library Books Acquisitions and Processing

Significant Changes

The following describes the significant budget changes that impacted the division.

In FY 2010, the Collection and Technical Services Division created opening day collections for the new Kenton and Troutdale neighborhood libraries using \$1,000,000 in one-time-only funds added to the Library Book Budget (80013). It also incorporated RFID tagging into the physical processing for all new materials as of November 1, 2009. Approximately 83% of new materials are now tagged by vendors as part of contracted processing services; approximately 55,000 other new materials are tagged by division staff as they are received. This change was accomplished with existing staff resources.

Vendor tagging services and the purchase of RFID tags were funded in FY 2010 in the Materials Movement Project (80021). In FY 2011, the cost of RFID tags for the continuing conversion of the library's collection in all locations and for all new materials will be added to the Library Books - Acquisition and Processing budget as a permanent ongoing cost (80014).

The Division also incorporated a new sorting function to help the library meet the increasing materials handling workload. Division staff now sort newly processed items into delivery crates by receiving library so that new materials can go directly to locations without going through the Sort Center.

Measuring Success

Because the Collection and Technical Services Division exists to create and manage the collection, the output measures quantify the books and materials added each year and how much they are used. Multnomah County Library patrons have high expectations for finding a constant supply of new materials. The number of new titles and new items added shows the degree to which the collection changes and is refreshed on an ongoing basis.

The outcome - the turnover rate - measures the average rate of use per copy in the collection (calculated by dividing the number of checkouts and renewals by the number of holdings). Multnomah County Library's turnover rate of 11 is highest in the nation among comparable sized libraries (those serving 500,000 or more). Another outcome of this work is measured by patron satisfaction with library materials. This is measured through a survey where patrons indicate whether they found what they were looking for when they visited the library.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog. #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
80013	Library Book Budget	\$0	\$6,695,000	\$6,695,000	0.00
80014	Library Books - Acquisition & Processing	<u>0</u>	<u>3,653,586</u>	<u>3,653,586</u>	<u>31.75</u>
Total		\$0	\$10,348,586	\$10,348,586	31.75

Library

Collection and Technical Services

fy2011 **adopted** budget

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Program # 80013 - Library Book Budget

Version 6/18/2010 s

Lead Agency: Library

Program Contact: Pat French

Program Offer Type: Support

Related Programs: 80014

Program Characteristics:

Executive Summary

The Library Book Budget provides funds to add new materials in all formats to the library collection. It purchases new books, music CDs, DVDs, audiobooks, maps, sheet music, periodicals, databases, and a variety of materials in electronic and downloadable formats. This is the book budget only; personnel and related processing costs are in the linked program offer.

Program Description

Approximately 45% of the book budget is spent on new books in English for children, teens and adults. Five percent is spent on materials in four target languages (Spanish, Chinese, Vietnamese, and Russian). The remaining funds are spent on other formats including 20% on media (DVDs, CDs, audiobooks), 13% on electronic resources, and 3% on periodicals. In FY 2010, \$1,000,000 (14%) of the book budget was spent on opening day collections for the new Kenton and Troutdale neighborhood libraries; this was a one-time allocation to establish these new collections. Multiple copies of each new title are purchased to ensure that people find what they want when they visit a library or access library resources online. The total collection size in June 2009 was 1,955,041 items. The library collection gives the community access to a rich selection of current recreational and educational materials that support personal development, enrich civic involvement, support lifelong learning and literacy, expand cultural competency, and help build community identity for adults. The collection also provides materials for preparing to read and learning to read for all ages.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	New titles added to the library collection	31,745	35,000	39,000	35,000
Outcome	Turnover rate	11	11	11	11

Performance Measure - Description

Outcome: Turnover rate is a measure of how heavily the library collection is used (defined as circulation/holdings). Nationally, the average for public libraries serving a similar population is 4.2; MCL's rate is the highest in the country for libraries serving 500,000 or more. (Source: Public Library Data Service Statistical Report)

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Materials & Supplies	\$0	\$7,160,000	\$0	\$6,695,000
Total GF/non-GF:	\$0	\$7,160,000	\$0	\$6,695,000
Program Total:	\$7,160,000		\$6,695,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue. \$45,000 comes from The Library Foundation for collection enhancements.

Significant Program Changes

✓ Significantly Changed

Last year this program was: #80013A, Library Book Budget

Net reduction of \$500,000 from FY 2010: \$1,000,000 reduction from the FY 2010 offer due to one-time-only funding for the opening day collections at the Kenton and Troutdale libraries; \$500,000 increase to restore the FY 2010 reduction made as part of the library's 12% General Fund constraint.

Program # 80014 - Library Books-Acquisition & Processing

Version 3/05/2010 s

Lead Agency: Library
Program Offer Type: Support
Related Programs: 80013

Program Contact: Pat French

Program Characteristics:

Executive Summary

Library Books - Acquisitions and Processing provides the staff necessary to select, purchase, catalog, and process books and other materials added to the library materials collection in order to meet the informational, recreational, and cultural needs of Multnomah County residents.

Program Description

Selection librarians decide what materials to buy using professional reviews, customer suggestions, and staff input, along with established criteria. Their purchasing decisions reflect the diverse interests and needs of Multnomah County residents. Acquisitions staff place orders with vendors, receive shipments, approve invoices for payment, and monitor the various funds that make up the library materials budget. Cataloging staff create bibliographic description records and assign classification numbers to enable searching in the online catalog and to ensure logical shelving locations that enable browsing. The online catalog currently lists approximately 670,000 titles with a total collection of 1.9 million items. Processing staff prepare each item/volume for shelving and checkout. This includes applying property stamps and barcodes, repackaging materials to stand up to heavy patron use, and creating inventory records. Staff members visit a neighborhood library each month to remove out-of-date and damaged materials to keep the collection current, accurate, and attractive. Program staff are responsible for accurate accounting and expenditure of public funds and private donations. They are also accountable to ensure that the library collection reflects the needs and interests of Multnomah County residents. Because of the successful management of the library materials collection, residents can enjoy recreational reading, research specific topics, stay current on local, national and global events, and continue to learn at all ages.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Items added to the collection	338,143	300,000	325,000	340,000
Outcome	Patrons who found books and items they wanted	90.4%	91.0%	91.0%	91.0%

Performance Measure - Description

Outcome: From the library's annual Output Measures survey.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$2,695,921	\$0	\$2,632,382
Contracts	\$0	\$333,000	\$0	\$627,782
Materials & Supplies	\$0	\$140,655	\$0	\$321,421
Internal Services	\$0	\$97,488	\$0	\$72,001
Total GF/non-GF:	\$0	\$3,267,064	\$0	\$3,653,586
Program Total:	\$3,267,064		\$3,653,586	
Program FTE	0.00	32.75	0.00	31.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80014, Library Books-Acquisition & Processing

Net reduction of 1.0 FTE; budget increase reflects new, ongoing costs for RFID tags and processing.

Division Overview

Youth Services serves children from birth through grade 12 in three areas: Youth Services Management, Early Childhood Services, and School-Age Services.

Youth Services Management provides planning and oversight, ensuring adequately trained staff and system-wide programming that focuses on young people, such as Summer Reading and the Tapestry of Tales Storytelling Festival. Summer Reading 2009 had 62,604 participants, a 7% increase from 2008.

Early Childhood Services impact the literacy levels of children before they enter school by working with their adult caregivers to ensure that they know how to best impact young children's learning. Programs include: working with the County health clinics to provide a prescription for reading for children birth through five, along with a free book (Reach Out and Read); a training program for early childhood care and education providers that includes 12 early literacy classes, on-site mentoring, and a book delivery program (Early Words); a program funded by The Library Foundation to encourage parents to read with their preschoolers (Raising a Reader); a literacy-focused package sent to parents of newborns (New Parent Gifts); and parent education, which supports parents in need or in crisis to help them learn to improve communication with their children through book sharing. Multnomah County Library is recognized nationally as a leader in early literacy efforts, as evidenced by the reference to this work in the recent awarding of the National Medal for Museum and Library Service.

School-Age Services works in partnership with school districts and after school programs to improve student success by encouraging pleasure reading (Books 2 U) and by providing instruction in using public library resources, and supporting educators' needs for curriculum-supported books, book lists, and webliographies, as well as literacy focused after school programs with SUN (School Corps).

Youth Services

- 80015 Youth Services Management
- 80003 School Age Services
- 80004 Early Childhood Services

Significant Changes

The following describes the significant budget changes that impacted the division.

While there are no significant changes in the FY 2011 budget, the School-Age Services staff, who serve children from kindergarten through high school, face increasing demand for library outreach at targeted schools because of a need for educational support due to poverty and/or low reading achievement; SUN collaboration remains strong. Early Childhood Services staff continue to search for innovations that improve the literacy levels of very young children and their caregivers before children get to school, working with other county departments and social service programs to be most effective. While one federal Library Services and Technology Act grant through the Oregon State Library (Motherhead) draws to a close, another goes into high gear in FY 2010, addressing how the library can best help black students be prepared for kindergarten.

Measuring Success

Two of the measures in Youth Services Management (80015) focus on staff training. The ability of staff to provide excellent, high quality service to children, their parents, caregivers, and teachers, is a critical element in helping children become successful learners and readers. Parents who attend programs provided by other library systems consistently report that Multnomah County Library's staff members are better prepared and present higher quality programs than those they've attended elsewhere.

Working with community partners continues to be the best strategy for the library to reach those impacted by the well-documented achievement gap, and to help increase children's reading scores. This is seen in the outcome measure in School-Age Services (80003).

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog. #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
80015	Youth Services Management	\$0	\$533,686	\$533,686	2.50
80003	School Age Services	0	1,122,869	1,122,869	10.00
80004	Early Childhood Services	0	1,085,601	1,085,601	7.50
Total		\$0	\$2,742,156	\$2,742,156	20.00

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Lead Agency: Library

Program Contact: Katie O'Dell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Measure 5 Education

Executive Summary

School-Age Services (SAS) improves kindergarten through high school students' reading and information literacy by training students to effectively use public library online research tools; by connecting students with dynamic book collections and reading motivation programs; and by offering curriculum support, training, and resources for their educators, parents and caregivers. Services are targeted toward students at risk of low literacy.

Program Description

SAS staff, who are trained in research, booktalking, and reading promotion, serve students, educators, parents, and caregivers in public and private schools, community agencies, county programs, treatment facilities, or any location serving school-age youth. Staff provide information, books, training, recreational programs, and technical support to increase students' and invested adults' literacy and information skills. Thousands of quality children's books are delivered to schools and community agencies. School Corps (SC) provides direct service to students, parents, and educators during the school day, after school, and during the summer.

Librarians collaborate with educators to increase students' academic success and literacy in the county's K-12 schools & SUN programs by training students to effectively and efficiently use public library resources for student research and pleasure reading. BOOKS 2 U (B2U) staff and volunteers introduce students to high interest books through booktalking programs and by providing paperback copies of books they promote. Presenters introduce Multnomah County Library as an educational partner and significant resource by attending and presenting at parent and family night programs; providing library cards to children served; and promoting the Library's Summer Reading program, and the neighborhood library and its services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Youth served in B2U & SC in school year programs (duplicated)	148,545	119,500	156,085	120,000
Outcome	% of students whose research skills increase after SC presentation	96.0%	90.0%	96.0%	90.0%
Quality	% of teachers indicating that they will ask for SC services again	100.0%	95.0%	95.0%	95.0%
Outcome	% of schools served that show improvement in 3rd & 5th grade reading scores	51.0%	65.0%	65.0%	60.0%

Performance Measure - Description

Measure 1 counts contacts during both in school and out of school hours during the school year. Data for Measure 2 comes from a student pre/post test. Measure 3 comes from online teacher surveys. Data for Measure 4 comes from the Oregon State Department of Education.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$994,328	\$0	\$982,845
Contracts	\$0	\$8,020	\$0	\$4,500
Materials & Supplies	\$0	\$131,589	\$0	\$109,395
Internal Services	\$0	\$39,989	\$0	\$26,129
Total GF/non-GF:	\$0	\$1,173,926	\$0	\$1,122,869
Program Total:	\$1,173,926		\$1,122,869	
Program FTE	0.00	10.00	0.00	10.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue. For this program offer, \$53,431 is expected from the State's "Ready to Read" per capita funding. \$179,500 comes from The Library Foundation for Books 2 U and program enhancements.

Significant Program Changes

Last year this program was: #80004, School Age Services
No net reduction of FTE.

Lead Agency: Library

Program Contact: Renea Arnold

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Measure 5 Education

Executive Summary

Early Childhood Services (ECS) helps children enter kindergarten with the skills they need to learn to read by enhancing their parents' and caregivers' knowledge and skills of early literacy, early brain development, and hands-on literacy activities, and by providing demonstrations of best practices in sharing books with their children. Services are directed toward families whose children are at risk for low literacy.

Program Description

ECS staff, who are trained in child development, brain development, and early reading research, visit parents and caregivers in social service agencies, childcare centers, Head Start centers, teen parent programs, treatment facilities, or any other location serving adults with children birth to 5, to teach parents and caregivers how to prepare their preschool children for reading. Classes, taught in English, Spanish, Russian, Chinese, and Vietnamese, show adults how to read, talk, sing, and rhyme with babies, toddlers, and preschoolers so that children develop the pre-reading skills they need before they enter kindergarten.

From birth to age 5, children go through a critical window for brain development that supports literacy. Reading, talking, singing, and rhyming with children during this sensitive time determines a child's future as a reader. Many parents and caregivers don't know how early this window opens—and closes—and how tremendous an impact simple actions can have on their children's future ability to read. Children must have early experiences with language, books, and writing tools to become successful readers. Research shows that disadvantaged children start kindergarten with significantly lower cognitive skills than their more advantaged counterparts because of their lack of language and literacy experiences BEFORE they get to school. The most vulnerable children are those who live in poverty, speak English as a second language, have few books in their homes, and whose mothers have limited education and low literacy. ECS reaches these parents on-site and shows them easy ways to help their children gain pre-reading skills during these most important years. Program evaluations show that parents and caregivers gain clear knowledge of their role in their children's preparedness for reading. This program links to the (new) Early Childhood Framework Early Care and Education Goal: "All children benefit from developmentally appropriate active learning opportunities."

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Parents, teen parents and caregivers served	6,200	7,000	6,500	6,500
Outcome	% of participants who show an increase in reading & literacy activities	90.0%	0.0%	90.0%	90.0%
Output	Books delivered	178,800	200,000	200,000	200,000

Performance Measure - Description

✓ **Measure Changed**

Outcome measure has been changed (from "% of teen parents who read aloud to child more often after ECS presentations") because data on teen mothers is no longer available from Portland Public Schools. The new outcome measure is based on participants in Mother Goose Asks "Why?", a four-week program that trains providers and parents to use quality children's picture books to encourage children to explore the world of science.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$723,955	\$0	\$687,432
Contracts	\$0	\$35,450	\$0	\$62,550
Materials & Supplies	\$0	\$286,873	\$0	\$313,270
Internal Services	\$0	\$35,649	\$0	\$22,349
Total GF/non-GF:	\$0	\$1,081,927	\$0	\$1,085,601
Program Total:	\$1,081,927		\$1,085,601	
Program FTE	0.00	8.00	0.00	7.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

For this program offer, \$54,431 is expected from the State's "Ready to Read" per capita funding, as well as \$35,000 from a Library Services & Technology Act (LSTA) grant received from the State Library. \$388,740 comes from The Library Foundation for Raising A Reader.

Significant Program Changes

Last year this program was: #80003, Early Childhood Services

Reduction of 0.5 FTE. An 0.5 Outreach Specialist position is reallocated to School Age Services, offer 80003.

Lead Agency: Library

Program Contact: Ellen Fader

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Youth Services Management ensures that library staff receive training to work with children and teens birth through age 17; offers reading promotion initiatives; and sets overall direction for services to this age group and their adult caregivers.

Program Description

Youth Services Management is provided systemwide through four main elements: staff training; youth reading initiatives; coordination, partnerships, and advocacy; and program development and evaluation. The office plans systemwide services; develops and evaluates programs; oversees development and education for staff; advocates in the community for increased use of libraries by children and teens and their parents and caregivers; and explores and engages in community partnerships to increase youth library use, support other organizations' literacy objectives, and improve students' reading scores.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	County children & teens who have library cards	51.0%	55.0%	51.0%	51.0%
Outcome	Staff who report improved/reinforced skills after Youth Services trainings	90.0%	95.0%	99.0%	90.0%
Output	Card-holding children & teens who use their library cards	56.7%	54.0%	55.0%	55.0%
Output	Staff/vol trainings to improve ability to work w/youth & caregivers	73	71	73	71

Performance Measure - Description

The outcome measure shows the result of training opportunities this program supports or provides. All three output measures illustrate this program's success at connecting Multnomah County youth with their public library and providing opportunities for staff and volunteers to serve youth in the best manner possible.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; help teachers and students use library resources; provide homework helpers to assist children with school work; maintain free access to information; update books and materials; continue books delivery to homebound seniors and nursing home residents; open planned libraries in underserved neighborhoods of East County and North Portland; keep libraries open; maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$321,064	\$0	\$313,838
Contracts	\$0	\$27,700	\$0	\$73,700
Materials & Supplies	\$0	\$215,026	\$0	\$134,650
Internal Services	\$0	\$19,031	\$0	\$11,498
Total GF/non-GF:	\$0	\$582,821	\$0	\$533,686
Program Total:	\$582,821		\$533,686	
Program FTE	0.00	2.50	0.00	2.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue. \$54,500 comes from The Library Foundation for Summer Reading and other program enhancements.

Significant Program Changes

Last year this program was: #80018, Youth Services Management
No significant changes.

Division Overview

Spread throughout Multnomah County, the 4 regional and 14 neighborhood libraries are lively centers of community life providing books, movies, music, internet access, programs, and meeting spaces for residents who last year visited these locations over 4 million times. These libraries range from historic buildings, some of them Carnegie Libraries, to landmark modern designs and cozy neighborhood gathering places. Patrons come from a wide variety of locations and socio-economic strata to find services in English and four target languages.

Neighborhood libraries circulate books and other materials, present educational and entertaining programs for adults, teens, and children; and provide free meeting space for community groups. Neighborhood libraries are open seven days a week, including some evenings, giving patrons access to over 1,130,000 books and other materials including collections in Spanish, Russian, Vietnamese, and Chinese. Children and young people participate in story times; after school activities including teen lounges; a Summer Reading Program that last summer enrolled over 24,000 kids; and they often get their first experience of working as a library volunteer. Adults can develop critical life skills by attending computer classes, taking advantage of job labs, and participating in book groups and language exchange programs such as Talk Time. Dedicated volunteers from youth to seniors contribute over 40,000 hours of service each year.

Users of the neighborhood libraries truly believe that these are their libraries. Families grow up coming to the local library and getting to know staff members personally. Teachers bring their classes in to learn research skills and check out materials. Decisions about where to live are often partially determined by the proximity of a library branch. Local business and neighborhood associations welcome neighborhood libraries as valuable assets in their communities.

Neighborhood Libraries

- 80001 Regional Libraries
- 80002 Neighborhood Libraries
- 80016 Neighborhood Libraries Management

Significant Changes

The following describes the significant budget changes that impacted the division.

In FY 2010 Neighborhood Libraries began their conversion to RFID (Radio Frequency Identification) technology, and are making large scale operational and facilities changes. These changes will facilitate the patron's experience at the library (by making it easier to check out books and to ask for assistance); increase collection security; and improve materials handling efficiency, which will help to reduce ergonomic injuries for staff.

Two new neighborhood libraries, in Kenton and Troutdale, are slated to open in calendar year 2010. Both will showcase new service models and priorities including: one stop service desks for patrons; opportunities for fast and easy self-service; staff whose focus will change from intense materials handling problems to direct customer service; and collection innovations, such as the 'Lucky Day' collection of popular, high-demand books.

Measuring Success

Visits to neighborhood libraries exceeded 4 million last year, a number that steadily increases year to year. Neighborhood Libraries' annual circulation of 15.9 million books and other items is higher than most libraries in the country. An average of 21 books are checked out/renewed each year per person in the Neighborhood Libraries' service population - nearly triple the average for U.S. libraries serving more than 500,000 people. Only Cuyahoga County (Ohio) Library has a higher branch circulation per capita, and Cuyahoga is a system of 28 branches with nearly four times the square footage. Multnomah County Library (MCL) has one of the lowest costs per item checked out/renewed (around \$2.62) among the nation's busiest libraries, an accomplishment in efficiency given MCL's much smaller footprint.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog. #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
80001	Regional Libraries	\$0	\$7,633,279	\$7,633,279	83.75
80002	Neighborhood Libraries	0	12,595,781	12,595,781	139.75
80016	Neighborhood Libraries Management	0	1,071,761	1,071,761	12.25
Total		\$0	\$21,300,821	\$21,300,821	235.75

Library

Neighborhood Libraries

fy2011 **adopted** budget

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Lead Agency: Library

Program Contact: Rita Jimenez

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer is for the four regional libraries: Gresham, Hillsdale, Hollywood, and Midland. Regional libraries have more space and larger collections, and offer more services than the smaller neighborhood libraries. Last year residents visited regional libraries over 1.6 million times and benefited from diverse learning, cultural, and recreational opportunities.

Program Description

Multnomah County residents currently have access 7 days a week, including some evenings, to over 510,000 items at the 4 regional libraries, including books and other items in Spanish, Vietnamese, Chinese, and Russian. Children and young people participate in storytimes, Summer Reading, and after school activities (peak hours for juvenile crime). More than 1,000 groups have used free community space for meetings, fostering meaningful citizen involvement and neighborhood interaction. Residents develop critical life skills through job training resources, book groups, civic engagement, and other library programs. Libraries provide free basic computer classes and free Internet access to the "technology poor." Language exchanges and educational programs improve employment opportunities and quality of life for those residents with low English proficiency and limited resources.

The 4 regional libraries offer a variety of programs that provide opportunities for neighbors to interact. Dedicated volunteers from youth to seniors contribute over 14,000 hours of service each year. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoy about 379 bilingual programs and events each year. Regional libraries offer culturally diverse programs such as Dia de Los Ninos and Lunar New Year celebrations. Regional libraries provide opportunities & resources for lifelong learning by providing free access to computers and highspeed wireless Internet for the "technology poor" (26% of Oregon households do not have Internet access). The 96 public computers with Internet access are used over 200,000 hours each year (84% utilization rate), and library users attend over 383 free computer classes and labs annually. Residents also use information, training, and other resources to increase learning and literacy, addressing the critical needs of the 37% of residents who function at Below Basic or Basic literacy levels. Research indicates that youth participation in summer reading programs results in improved reading skills and enhances all other learning. 10,338 children participated in the 2009 Summer Reading program and 62,703 people attended youth programs at regional libraries last year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Books and items checked out or renewed	6,358,372	6,200,000	6,701,724	6,700,000
Outcome	Patrons who found books and items they wanted	90.4%	91.0%	91.0%	91.0%
Efficiency	Cost (\$) per item checked out or renewed (requires decimal- see below)	0	0	0	0

Performance Measure - Description

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation): FY 09 actual = \$2.57; FY 10 purchased = \$2.50; FY 10 estimate = \$2.62; FY 11 offer = \$2.64. Among the nation's busiest libraries, MCL has one of the lowest costs per item checked out. (Source: Public Library Data Service Statistical Report)

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$6,155,580	\$0	\$6,234,400
Contracts	\$0	\$7,200	\$0	\$7,250
Materials & Supplies	\$0	\$75,000	\$0	\$77,450
Internal Services	\$0	\$1,513,121	\$0	\$1,314,179
Total GF/non-GF:	\$0	\$7,750,901	\$0	\$7,633,279
Program Total:	\$7,750,901		\$7,633,279	
Program FTE	0.00	83.75	0.00	83.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80001, Regional Libraries

Radio Frequency Identification (RFID) technology is being implemented in three regional libraries during FY 2010; the remaining library will be completed during FY 2011.

Program # 80002 - Neighborhood Libraries

Version 6/18/2010 s

Lead Agency: Library

Program Contact: Rita Jimenez

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer is for the 14 neighborhood libraries: Albina, Belmont, Capitol Hill, Fairview-Columbia, Gregory Heights, Holgate, Kenton, North Portland, Northwest, Rockwood, St. Johns, Sellwood-Moreland, Troutdale & Woodstock libraries. Last year, residents visited neighborhood libraries over 2.5 million times and benefited through learning, cultural, and recreational opportunities.

Program Description

Neighborhood libraries serve as community facilities where residents can attend classes, programs, and community forums that provide opportunities for neighbors to interact. County residents have access 7 days a week, including some evenings, to a collection of over 620,000 books and other items, including materials in Spanish, Vietnamese, Chinese, and Russian. Children & young people participate in storytimes, Summer Reading, and after-school activities (peak hours for juvenile crime). Residents develop critical life skills through job training resources, book groups, civic engagement, and other library programs. Libraries help bridge the digital divide by providing free Internet access and free basic computer classes to the "technology poor." Language exchanges and educational programs improve employment opportunities and quality of life for those residents with low English proficiency and limited resources.

The Neighborhood Libraries offer a variety of programs that provide opportunities for neighbors to interact. Dedicated volunteers from youth to seniors contribute over 26,000 hours of service each year, and over 950 groups use free library space for community meetings. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoy over 1,090 bilingual programs and events each year, including Dia de los Ninos, Lunar New Year and Autumn Festival celebrations. Neighborhood libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet (26% of Oregon households do not have Internet access). The 131 public computers with Internet access are used over 234,900 hours each year (85% utilization rate), and more than 660 free computer classes help attendees develop life and job skills. Residents also access information, training, and resources to increase literacy skills, which addresses the special needs of the 37% of county residents who function at Below Basic or Basic literacy level. Research indicates that young people's participation in summer reading programs results in improved reading skills and enhances all other learning. 13,759 children participated in the 2009 Summer Reading program and 116,463 people attended youth programs at neighborhood libraries last year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Books and items checked out or renewed	9,536,818	8,800,000	10,089,953	10,000,000
Outcome	Customers who rated Neighborhood Libraries' public programs good or excellent	98.5%	98.0%	98.0%	98.0%
Efficiency	Cost (\$) per item checked out or renewed (requires decimal- see below)	0	0	0	0

Performance Measure - Description

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation): FY 09 actual = \$2.57; FY 10 purchased = \$2.50; FY 10 estimate = \$2.62; FY 11 offer = \$2.64. Among the nation's busiest libraries, MCL has one of the lowest costs per item checked out. (Source: Public Library Data Service Statistical Report)

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$9,587,293	\$0	\$10,303,407
Contracts	\$0	\$12,200	\$0	\$14,300
Materials & Supplies	\$0	\$125,664	\$0	\$132,969
Internal Services	\$0	\$2,019,443	\$0	\$2,145,105
Capital Outlay	\$0	\$3,264,126	\$0	\$0
Total GF/non-GF:	\$0	\$15,008,726	\$0	\$12,595,781
Program Total:	\$15,008,726		\$12,595,781	
Program FTE	0.00	130.77	0.00	139.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue. \$150,000 comes from The Library Foundation for St. Johns Library projects.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80002, Neighborhood Libraries

Net FTE increase of 8.98 due to annualization of positions at the new Kenton and Troutdale libraries; reduction of \$2.5 million in the program offer budget reflects the one-time project money for the build out of the new libraries in FY 2010. Net FTE increase reflects 0.5 FTE clerk positions reallocated from Central Library during 2010.

Radio Frequency Identification (RFID) technology is being implemented in three neighborhood libraries during FY 2010; the remaining libraries will be completed during FY 2011.

Lead Agency: Library

Program Contact: Rita Jimenez

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Neighborhood Libraries Management (NLM) sets overall direction for 18 neighborhood libraries, including two new branches - Kenton and Troutdale -- opening in 2010. NLM plans services; develops and evaluates programs and staff; and administers the budget for all locations. NLM also manages system-wide library services to four target language communities (Chinese, Vietnamese, Russian, and Spanish). This include the LIBROS program that serves Spanish-speaking residents with 30 bilingual staff in nine locations, and 19 bilingual staff in six branches serving the other target language groups.

Program Description

NLM consists of the Neighborhood Libraries Director, as well as a Neighborhood Libraries Manager, NL Operations Supervisor, and LIBROS Library Outreach Specialist. In collaboration with the Library Director, the NLM: provides general support and oversight to 18 libraries and continual communication with staff at all levels of the organization; develops collaborative relationships with community and governmental organizations to maximize the impact of library services; sets priorities and policies for neighborhood libraries to best address community needs and County priorities; manages and deploys a team of library staff who work "on call" throughout the neighborhood library system and who efficiently address critical workload and staffing needs in a cost-effective manner while sharing best practices; and provides resources to individual managers, staff, and work groups to improve their performance through ongoing training, coaching, leadership development, and assessments.

NLM supports and directs the work of neighborhood libraries, which were visited over 4 million times by county residents last year. The neighborhood libraries provide learning, cultural and recreational opportunities to all county residents, as well as a community space for civic engagement.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Hired front line staff in target languages of Chinese, Russian & Vietnamese	10	2	2	2
Outcome	Branch managers with completed performance reviews by end of FY	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Output: A major push to hire bilingual staff has been successful; the reduced numbers reflect maintenance of a status quo level.

Outcome: 100% of branch managers have a current performance plan in place and have set measurable goals based on feedback and guidance from the Neighborhood Libraries Director and Neighborhood Libraries Manager.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$946,154	\$0	\$927,798
Contracts	\$0	\$25,300	\$0	\$50,300
Materials & Supplies	\$0	\$51,270	\$0	\$68,150
Internal Services	\$0	\$37,494	\$0	\$25,513
Total GF/non-GF:	\$0	\$1,060,218	\$0	\$1,071,761
Program Total:	\$1,060,218		\$1,071,761	
Program FTE	0.00	12.50	0.00	12.25
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80020, Neighborhood Libraries Management

Net decrease of .25 FTE.

Division Overview

Systemwide Access Services has three service areas: Information Technology (IT) Services; Facilities and Materials Movement; and Customer Support and Account Management. Together, these programs ensure that all library buildings and the library's on-line presence are inviting, safe, and functional, that print and on-line library materials and services are available when and where patrons need them, and that patrons receive excellent customer service when they visit the library in person or online.

In FY 2010, IT services maintained 687 computers for public use, plus wired and wireless networks for the public to access resources such as the library catalog, licensed databases, online reference tools, downloadable books and media, and web sites that assist with job hunting, continuing education, and access to government services. Public computers are in use 85% of available time, not surprising given that 26% of Oregonians have no Internet access at home.

Materials Movement ensures that library books and materials move quickly and accurately among all 21 library locations; this unit expects to move 219,000 crates in FY 2010. Library Facilities coordinates the maintenance of 21 library buildings and grounds in a safe, secure, and cost effective manner.

Customer Access and Account Management develops library use policies and rules to help people use library services, including 74,677 new cardholders in FY 2009. It coordinates IT support, monitors workload, improves processes, develops and trains staff on new policies and procedures, ensures good stewardship of library collections, and manages special projects.

In FY 2010, these programs added service at the new Kenton and Troutdale libraries and coordinated the installation of Radio Frequency Identification theft detection and circulation systems at Central Library and 6 neighborhood libraries. RFID installation at the 12 other libraries will be completed in FY 2011.

Systemwide Access Services

- 80017 IT Services
- 80018 Facilities & Materials Movement
- 80019 Customer Support & Account Management

Significant Changes

The following describes the significant budget changes that impacted the division.

Systemwide Access Services will be impacted in FY 2011 by a full year of operation at the new Kenton and Troutdale libraries as well as by the continued implementation of the library's Radio Frequency Identification (RFID) circulation and theft detection system.

During FY 2010, Central Library and six neighborhood libraries will have their collections tagged with RFID tags and be equipped with new RFID security gates, checkout stations for the public, and circulation equipment for staff. The remaining 12 neighborhood libraries will be converted in FY 2011, with the RFID implementation expected to conclude in December 2011. The RFID project is managed by Customer Support and Account Management, with IT and facilities project work being coordinated by IT Services and Facilities and Materials Movement.

The FY 2011 budget is impacted by a \$200,000 grant from the Mount Hood Cable Regulatory Commission (MHCRC) that will add an additional 180 computers for checkout and use by the public at all libraries by September 2012. About 60 computers from this grant will be installed in FY 2011.

1.00 FTE librarian, the Integrated Library System Coordinator, was moved from Collections and Technical Services to Systemwide Access Services in FY 2010.

Measuring Success

With the addition of Kenton and Troutdale libraries and grants from the Gates Foundation and MHCRC, IT Services will increase to 760 the number of public computers available in the libraries, including making some available for checkout and in-house use with the library's wireless network. Use of public computers is high, averaging 85% but peaking at over 90% in some locations. Waits of 1-2 hours are common. Adding more computers should reduce utilization rates and make wait times shorter.

With continued increases in library circulation, plus the addition of the new Kenton and Troutdale Libraries, Facilities and Materials Movement expects to sort and move 254,000 crates of library materials, supplies, and mail in FY 2011, a 16% increase over the previous year. A typical crate holds 45 books and other items and weighs 35-45 pounds.

Customer Support and Account Management has added a new measure this year related to the RFID checkout stations. The new stations make it easy for the public to check out their own materials, cutting down on staff workloads and repetitive stress injuries. Self checkout percentages will rise as the checkout stations are installed systemwide. The goal is to reach at least 40% by the end of FY 2011 and increase to 70% or more in future years.

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog. #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
80017	IT Services	\$0	\$5,228,020	\$5,228,020	0.00
80018	Facilities and Materials Movement	0	1,588,091	1,588,091	12.75
80019	Customer Support and Account Management	<u>0</u>	<u>1,403,592</u>	<u>1,403,592</u>	<u>5.00</u>
Total		\$0	\$8,219,703	\$8,219,703	17.75

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Lead Agency: Library

Program Contact: Cindy Gibbon

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

IT Services maintains 700 public computers, related software, high-speed Internet access, and a public wireless network in library facilities for use by the general public. Library users can search the catalog of books and other materials, view and manage their library accounts, use research databases and other electronic resources, and access the Internet for educational, business, and personal use. These services are also available from homes, schools, and offices via the library website. IT services also maintains more than 600 computers, related software, equipment, and networks for library staff use.

Program Description

IT Services procures, installs, configures, and maintains software, computers, printers, adaptive technology for those with special needs, electronic self-service equipment, and related equipment for library patrons and staff. Children and adults use library computers to do personal and business research, complete homework assignments, apply for jobs, find recreational reading, communicate with government agencies, manage their library accounts, and participate in the social web. Public computers also provide office automation software, such as word processing, to accomplish personal, business, or school work. The library has computers and software in training rooms, teen after-school homework lounges, and for checkout and in-house use with the library's public wireless network. Many public computer users have no access to a computer or the Internet at home, so the library is their only window to the world of 21st century technology, communication, and information.

IT services also maintains equipment and software for library staff, supporting general office computing and library systems such as the library catalog, patron database, circulation system, materials acquisition system, website, provision of electronic resources, and other internal operations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of public computers	661	689	687	760
Outcome	Percent of time public computers are in use	85.0%	86.0%	85.0%	85.0%

Performance Measure - Description

Output: Increase in number of public computers is based on opening of Kenton and Troutdale Libraries in FY 2010, plus computers added through a Gates Foundation grant to be completed by July 2010.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$0	\$31,581
Contracts	\$0	\$0	\$0	\$200,000
Materials & Supplies	\$0	\$691,237	\$0	\$574,109
Internal Services	\$0	\$4,235,773	\$0	\$4,422,330
Total GF/non-GF:	\$0	\$4,927,010	\$0	\$5,228,020
Program Total:	\$4,927,010		\$5,228,020	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

This program offer also has a \$200,000 grant from the Mt. Hood Cable Regulatory Commission (MHCRC).

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80016, IT Services

The MHCRC grant will enable the library to add an additional 180 computers for checkout and use by the public at all libraries by September 2012; about 60 computers will be installed in FY 2011.

Lead Agency: Library

Program Contact: Mike Harrington

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Materials Movement ensures that library books and materials move quickly and accurately among all 21 library locations. Library Facilities coordinates the maintenance of the buildings and grounds in a safe, secure, and cost-effective manner.

Program Description

Materials Movement operates the centralized sort center and delivery operations that move library materials to and among library locations, enabling residents to have quick access throughout Multnomah County. This program operates a seven-day-per-week delivery system that provides delivery to 42 service points each weekday, delivering and receiving all library books and materials, interoffice mail, U.S. mail, library supplies, and bank deposits.

Library Facilities provides central coordination and direction of repair and maintenance activities among County Facilities staff, telecommunications, contractors, and vendors for 21 library locations. This program serves all library staff and the public as expert resources on ADA building access, ergonomics, workflow management, security policy, and safety management.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Crates of books, mail, and supplies moved annually	196,994	209,000	219,000	254,000
Outcome	Staff satisfaction with delivery system	97.0%	95.0%	96.0%	95.0%

Performance Measure - Description

Output: In FY 2011 Materials Movement expects to sort and deliver about 254,000 crates. A crate is the library's unit of measurement for transporting library materials, mail, supplies, and other items. This is a 16% projected increase from the FY 2010 estimate and reflects the opening of the Kenton and Troutdale Libraries.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to continue Library Services" November 2006 General Election - The levy language reads: "Continue programs for school-age children, story hours for babies and toddlers, summer reading, literacy services for children in childcare, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved areas of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$864,408	\$0	\$911,118
Contracts	\$0	\$2,100	\$0	\$2,100
Materials & Supplies	\$0	\$18,100	\$0	\$18,100
Internal Services	\$0	\$508,692	\$0	\$656,773
Total GF/non-GF:	\$0	\$1,393,300	\$0	\$1,588,091
Program Total:	\$1,393,300		\$1,588,091	
Program FTE	0.00	12.25	0.00	12.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

Last year this program was: #80017, Facilities & Material Movement

Net increase of .50 FTE driver position due to two new branches opening in FY 2010; includes the reallocation of 0.25 FTE library page position from Central Library during FY 2010.

Lead Agency: Library

Program Contact: Cindy Gibbon

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Customer Support & Account Management facilitates the public's use of library collections and services and supports staff delivering library services directly to the public through policy development, coordination of IT support, workload measurement, process improvement, development and training for circulation procedures, stewardship of library collections, and management of special projects.

Program Description

This program develops library policies and procedures that ensure equitable and safe access to library services; works with IT management to ensure adequate IT support for library services; trains and coaches staff and monitors uniform implementation of policies and procedures systemwide; handles escalated customer service issues; oversees the collection of overdue library materials; monitors ever-growing materials handling workloads, streamlines processes, and recommends staffing adjustments to improve productivity and minimize staff injuries; protects patron privacy; ensures the library's compliance with applicable federal, state, and local law; and manages special projects. The program ensures that Multnomah County Library users have equitable access to library services, that the public's investment in the library's collection is protected, that processes are efficient and staffing adequate to meet the public's demand for library resources at best value for the taxpayer's dollar, and that materials move efficiently among neighborhood libraries. Policies and procedures are designed to balance the public values of access and stewardship.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Total new cards/welcome notices issued annually	74,677	83,000	75,000	76,000
Outcome	Average \$ value of customer accounts sent to collection agency (rounded)	123	140	125	125
Efficiency	Cost per item checked out or renewed (requires decimal - see below)	0	0	0	0
Output	% of first time circulations done by self checkout	18.9%	30.0%	25.0%	40.0%

Performance Measure - Description

Output: Total of welcome/address verification postcards issued to new library registrants (adult and juvenile) to verify addresses and to inform parents of the library's Internet access policy for children and teens.

Outcome: Average \$ value of customer accounts sent to collection agency annually. (Total dollar value of accounts/total number of accounts). Should stabilize or trend downward in response to changes in library circulation policy.

Efficiency: Cost per item checked out (total annual expenditures/total circulation): FY 09 actual = \$2.57; FY 10 purchased = \$2.50; FY 10 estimate = \$2.62; FY 11 Offer = \$2.64. Among comparable urban libraries, MCL has one of the lowest costs per item checked out.

Output: New measure related to RFID checkout station implementation. Increased use of patron self checkout leads to fewer repetitive stress injuries and worker's compensation claims related to materials handling. (This measure was included in last year's Program Offer #80021.)

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$416,374	\$0	\$549,616
Contracts	\$0	\$251,400	\$0	\$180,560
Materials & Supplies	\$0	\$110,028	\$0	\$395,500
Internal Services	\$0	\$591,229	\$0	\$277,916
Capital Outlay	\$0	\$1,136,190	\$0	\$0
Total GF/non-GF:	\$0	\$2,505,221	\$0	\$1,403,592
Program Total:	\$2,505,221		\$1,403,592	
Program FTE	0.00	4.00	0.00	5.00
Program Revenues				
Other / Miscellaneous	\$0	\$1,858,000	\$0	\$0
Total Revenue:	\$0	\$1,858,000	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80015, Customer Access & Account Management

Net increase of 1.0 FTE.

This program is managing the library's conversion to RFID technology across the system. During FY 2010, Central Library and six neighborhood libraries had their collections tagged, and new security gates, checkout stations, and circulation equipment installed; the remaining 12 libraries will be converted in FY 2011.

Division Overview

The Reference, Adult Services and Programming (RASP) Division is responsible for the development, coordination, support, and review of reference, public programming, and adult services for the library to ensure consistent quality.

RASP provides leadership, training, support, information and resources to MCL's librarians and library assistants so they can quickly and accurately connect the residents of Multnomah County with the information they need. Reference staff are available to assist residents in person, by phone, by email, or online in partnership with L-net, Oregon's state-wide online reference service.

The Adult Outreach section of RASP provides library services and programs to Multnomah County residents underserved by traditional library means, including older adults, new immigrants, people with disabilities, adult learners, institutionalized people, and homeless people.

Lastly, the Family and Adult Programming section of RASP plans, coordinates, supports, and executes a wide variety of events and public programs at libraries and other community gathering places, all designed to enrich and transform the lives of children, families, and adults.

Reference staff will answer 791,000 questions from patrons during FY 2010. In order to assist residents during the economic crisis, Family and Adult Programming offered 36 financial literacy programs, and 99% of the attendees rated these programs as "good" or "excellent." Adult Outreach facilitated 250 English conversation sessions for non-native speakers - a 147% increase from FY 2009.

Family & Adult Programming

- 80005 Family & Adult Programming

Adult Outreach

- 80006 Adult Outreach

Reference Services Coordination

- 80020 Reference Services

Significant Changes

The following describes the significant budget changes that impacted the division.

During FY 2010, the library reorganized the way it supervised its on-call reference staff. In order to provide adequate supervision and to ensure that the on-call staff have adequate knowledge to provide services to the public when they are filling in for regular staff, the library changed a 30-hour Program Development Specialist Sr. position to a Program Supervisor position. In addition, this Program Supervisor assumed the supervision of a library assistant that provides system-wide reference training for library staff. This change resulted in the on-call reference staff getting far more supervision and coaching which results in better service to our patrons.

The Library Foundation secured a \$100,000 FINRA/ALA Smart investing @ your library grant on behalf of the library to strengthen financial literacy for two specific target groups: at-risk parents and seniors. The library is one of 19 national recipients of this grant. The grant will educate at-risk parents and seniors about money management, online banking, investment, financial fraud, and more. The grant will pay for a one-year, part-time program coordinator who will be responsible for collection development including gathering and creating online resources and designing staff and patron training. The coordinator will also work with various library programs and units (specifically Early Childhood Services and Library Outreach Services) to conduct outreach activities using existing partnerships as well as developing new partnerships as needed. The grant will also pay for all library materials, printing, professional services, and supplies related to the project.

Measuring Success

To assist patrons during the economic crisis, the library offered 36 financial literacy programs along with job computer labs that allowed residents extended computer time to search for jobs and write and submit resumes and applications. The highest measure of success with these endeavors occurs when residents return to the library and tell staff that they've found jobs.

The library looks for ways to successfully engage senior patrons. One proven way is through book discussion groups. The library sponsored about 250 senior book discussion groups in retirement homes last year. These discussions offer a communal, intellectual experience for people who might otherwise feel isolated in their daily lives.

Although the number of reference questions that library staff answer has leveled off at around 800,000 questions a year, the questions are getting more complex, since patrons frequently have searched for the answer via Google before turning to the library. This makes a well-trained reference staff a necessity, and last year RASP offered reference forums attended by over 250 staff. For additional information, please see the program offers for Reference Services Coordination, Adult Outreach, and Family and Adult Programming.

Library

Reference, Adult Services & Programming

fy2011 adopted budget

Division by Program

The following table shows the programs that make up the division for FY 2011.

Prog. #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
80005	Family & Adult Programming	\$0	\$698,443	\$698,443	3.34
80006	Adult Outreach	0	717,251	717,251	8.00
80020	Reference Services	0	576,154	576,154	4.00
Total		\$0	\$1,991,848	\$1,991,848	15.34

Library

Reference, Adult Services & Programming

fy2011 **adopted** budget

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Lead Agency: Library

Program Contact: Terrilyn Chun

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Family and Adult Programming plans, coordinates, supports, and executes a wide variety of events and public programs at libraries and other community gathering places, all designed to enrich and transform the lives of children, families, and adults. Programs encourage civic engagement, provide resources in tough economic times, support early literacy and success in school, and provide resources for immigrants to more successfully participate in life in the United States. Examples include book discussions, computer classes, financial literacy labs, and citizenship classes. Programs also fulfill the entertainment and recreational needs of the community and include music, storytelling, and craft programs.

Program Description

This program provides opportunities for neighbors to read, learn, interact, and connect with each other. Reading and discussion programs such as Pageturners book groups and the annual Everybody Reads facilitate civic engagement with meaningful discussions of current topics, building a sense of community and mutual understanding. Programs also assist people during tough times and in literacy education and lifelong learning, especially for those unable to afford other opportunities. Examples include English language practice sessions for non-native speakers, information and "how-to" classes on topics such as helping aging parents downsize, accessing health care resources, and financial planning. Programs like concerts, opera previews, and symphony storytimes also support local culture and recreation. After-school activities include art classes and Teen Lounges. Partnerships with other organizations help develop new and/or underserved audiences, maximize resources, and build mutually beneficial relationships with other agencies. Partners include the Dove Lewis Animal Assisted Therapy program, Portland State University, the Oregon Museum of Science and Industry, OASIS, the School and Community Reuse Action Project (SCRAP), and Multnomah County Health Department and Aging and Disability Services.

Family and Adult Programming staff provide the professional and technical expertise to make over 2,300 programs possible each year. Responsibilities include scheduling, grant writing, exhibit building, volunteer coordination, event management, website development, publicity, evaluation, fiscal oversight, and maintenance of an online event management system.

Library programs help more than 49,000 residents learn about and interact with the world around them. Library programming brings the community into the library and the library into the community, enriching the lives of residents.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of financial literacy programs offered	0	10	36	50
Outcome	Attendees who say library programs connect them to their community	47.0%	50.0%	51.0%	50.0%
Outcome	Attendees who say they learned something new at a library program	75.0%	80.0%	84.0%	80.0%
Quality	Attendees of library programs who rate them as "Good" or "Excellent"	99.0%	98.0%	99.0%	98.0%

Performance Measure - Description

Output: This measure reflects a new program begun in FY 2010.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$271,390	\$0	\$302,738
Contracts	\$0	\$206,000	\$0	\$244,600
Materials & Supplies	\$0	\$163,550	\$0	\$138,250
Internal Services	\$0	\$21,499	\$0	\$12,855
Total GF/non-GF:	\$0	\$662,439	\$0	\$698,443
Program Total:	\$662,439		\$698,443	
Program FTE	0.00	3.00	0.00	3.34
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

The FINRA/ALA grant described below will provide \$43,475 in revenue. An additional \$47,000 in revenue will come from the Friends of the Library for the Pageturners book group discussion program.

\$15,000 comes from The Library Foundation for program enhancements.

Significant Program Changes

Last year this program was: #80006, Family & Adult Programming

Net FTE increase of .34 due to addition of a FINRA/ALA Smart investing @ your library grant received through The Library Foundation. MCL is one of 19 national recipients of this grant, which will allow the library to provide financial literacy classes for two specific groups: at-risk parents and seniors.

Lead Agency: Library
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Jane Salisbury

Executive Summary

Adult Outreach provides library services and programs to Multnomah County residents underserved by traditional library means, including older adults, new immigrants, people with disabilities, adult learners, institutionalized people, and homeless people. Adult Outreach delivers books and other materials, provides resources, conducts classes and other programs, and partners with community agencies. Adult Outreach provides programs and volunteer opportunities for active older adults.

Program Description

Adult Outreach delivers books and other library materials and services to Multnomah County residents who are homebound, or who live in assisted living facilities, retirement homes, adult care homes, shelters, transition homes, or jails (the latter in partnership with the Sheriff's Office). Adult Outreach, in partnership with other literacy organizations, also supports people whose first language is not English, or who do not know how to speak, read, or write English by providing assistance, resources, and library programs. Adult Outreach partners with Life by Design NW, reaching out to older adults with programs and resources to assist them with employment, civic engagement, and life planning. Delivering books, reading to homebound people, providing useful programs with expert speakers, leading book discussion groups for seniors, teaching citizenship classes, leading book groups in the jails, and leading English conversation practice sessions in neighborhood libraries provide meaningful opportunities for volunteers, working with outreach staff, to contribute significantly to the lives of vulnerable citizens.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Book discussion groups for seniors	248	250	250	250
Outcome	Attendees who say book discussion programs connect them to their community	90.0%	90.0%	90.0%	90.0%
Output	Facilitated English conversation sessions for non-native speakers (Talk Time)	101	250	250	250

Performance Measure - Description

Outcome: FY09 data is estimated since no survey was conducted; survey will resume FY10.

Second Output: The Talk Time program has expanded to five libraries (a full-time adult literacy coordinator was hired Sept. 2008).

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in underserved neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$676,906	\$0	\$664,053
Contracts	\$0	\$33,000	\$0	\$6,500
Materials & Supplies	\$0	\$17,500	\$0	\$19,896
Internal Services	\$0	\$34,649	\$0	\$26,802
Total GF/non-GF:	\$0	\$762,055	\$0	\$717,251
Program Total:	\$762,055		\$717,251	
Program FTE	0.00	8.25	0.00	8.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue.

The Sheriff's Office provides \$35,000 for services to jails from the Inmate Welfare Fund; \$36,543 for the completion of assessment and coordination of services to baby boomers is funded by the 2nd year of a Library Services & Technology Act (LSTA) grant from the State Library.

Significant Program Changes

Last year this program was: #80005, Adult Outreach

FTE reduction of .25 due to the expiration of the LSTA grant during FY 2011.

Lead Agency: Library

Program Contact: Brett Lear

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Reference Services provides leadership, training, support, information, and resources to MCL's librarians and library assistants so they can quickly and accurately connect the residents of Multnomah County with the information they need. Staff is available in person, by phone, by email, or live online via chat in partnership with L-net. Staff also connect with the residents of Multnomah County virtually through Facebook, Twitter, and library blogs.

Program Description

Reference Services is responsible for the training and support of the system-wide reference staff through classes and professional development forums. Reference Services continually reviews patrons' needs and trains staff to respond to those needs. Reference Services aligns its work with the library's priorities and the needs of county residents. For example, to help those struggling with job loss, Reference Services maintains a website that links to local agencies providing services, and provides job labs at several library locations for those seeking employment and assistance.

Staff work with other MCL sections and County agencies, such as HR, Learning Systems, Technical Services, and IT to ensure reference staff throughout the system are up to date with the latest trends in technology, have a print and electronic reference collection that helps them serve their patrons, and are trained to use that collection. Through the Reference, Adult Services, and Programming Coordinator (RASP) position, Reference Services coordinates the library's system-wide programming, adult outreach services, and adult & reference services. The RASP Coordinator is responsible for the development, coordination, support, and review of reference, public programming, and adult services to ensure consistent quality, in collaboration with the Youth Services Director and the managers of the Central Library and Neighborhood Libraries.

L-net, Oregon's statewide online reference service, connects Oregonians to librarians online with 24/7 chat and e-mail reference service. The extended network of libraries allows referral of reference questions among libraries. Librarians and other staff at 36 Oregon public, academic, school, and special libraries who provide the service are supported through ongoing training and quality assurance programs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of reference questions answered	753,699	817,291	791,000	800,000
Outcome	Increase in the % of reference staff who are contributing	12.0%	24.0%	22.0%	5.0%
Output	Number of staff who attend reference forums	256	398	257	200

Performance Measure - Description

Output: The number of reference questions asked by patrons has been tapering off over the past few years. With two new libraries opening in 2010, the number of reference questions should hold steady in FY 2011.

Outcome: In FY 2010 several additional MCL staff began contributing hours toward staffing L-net. The number of staff that contribute to L-net may grow slightly with the two new libraries opening in 2010.

Output: In FY 2011 the number of reference forums will be reduced from 12 per year to six, hence the lower number of projected attendees.

Legal/Contractual Obligation

Measure No. 26-81 "Renew Five-Year Local Option Levy to Continue Library Services", November 2006 General Election – The levy language reads: "Continue programs for school age children, story hours for babies and toddlers, summer reading, literacy services for children in child care, programs for teens; Help teachers and students use library resources; Provide homework helpers to assist children with school work; Maintain free access to information; Update books and materials; Continue books delivery to homebound seniors and nursing home residents; Open planned libraries in under-served neighborhoods of East County and North Portland; Keep libraries open; Maintain current hours and services at Central and neighborhood libraries."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$436,494	\$0	\$447,408
Contracts	\$0	\$86,100	\$0	\$101,800
Materials & Supplies	\$0	\$11,100	\$0	\$16,044
Internal Services	\$0	\$17,917	\$0	\$10,902
Total GF/non-GF:	\$0	\$551,611	\$0	\$576,154
Program Total:	\$551,611		\$576,154	
Program FTE	0.00	4.00	0.00	4.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Library Fund revenue allocated to this program offer represents a pro-rated share of Library Levy taxes (66%) and library-generated revenues such as overdue fines, interest earnings, Library Fund balance and user charges for services provided to library patrons (11%). General Fund revenue represents about 23% of the library's total revenue. This program offer will receive \$305,000 from the State Library to fund the L-net program.

Significant Program Changes

Last year this program was: #80019, Reference Services Coordination
No significant changes.