Department of Library FY 2025 Proposed Budget

Presented to the
Board of County Commissioners

Multnomah County
May 23, 2024

Located at multco.us/budget

Agenda

1. Introduction and library strategic plan

2. Community Budget Advisory Committee

3. Our budget + equity approach

4. Organizational trends

5. Budget by division

6. Key issues and changes in FY 2025

7. Questions

Library strategic plan goals

The Multnomah County Library:

- Creates public, popular, and personal opportunities and access to life-long learning and contributes to improved learning outcomes for all communities.

- Adapts library services and materials so the organization can grow with, and be responsive to, our shared communities.

- Helps people access and learn to use computers, internet, and other technology to remove digital barriers.

- Creates welcoming spaces that reflect our diverse and multicultural community.

- Supports the practice of democracy and self-determination with services, spaces, and resources.

- Ensures positive experiences for community members with library staff, spaces, materials, and services.

- Collaborates with communities to create flexible buildings and spaces that can adapt to the changes in community needs and hopes.

Community Budget Advisory Committee (CBAC)

Library Advisory Board
(acting as the CBAC)

Clare Wilkinson	Megan Parrott
Cassandra Duprey	David Jarvis
Domiè Newton	Gabie Mbenza-Ngoma
Hazel Burke	Jade Chan
Kate Fleming	Kelsey Fong
Kristi Ketchum	Lizzie Martinez
Mabel Reed	Madison Riethman
Nikia Kae Solbjor	Taryn Sauer

CBAC budget feedback

The library's CBAC (LAB) recommends the adoption of the FY 2025 library budget and all program offers as proposed.

This budget reflects the progress of the bond work, continues to address security and safety, and supports the library's priority programs and services. The approach to the budget is grounded in the library's strategic plan, and balances the needs of the moment with fiscal challenges on the horizon.

In particular, the CBAC supports the augmentation of translation work, the addition of peer support for patrons, support for staffing planning, and the continued push for transparency and accuracy of internal service rates.

A strategic budget approach

Focus on the future state, and avoid overcommitting resources during multi-year transition phase.

Look to base budgets for opportunities to improve equity in service provision and advance **strategic plan goals**.

Align resources to meet priority operational needs. This includes future staffing planning, utilizing fund balance to meet time-limited needs.
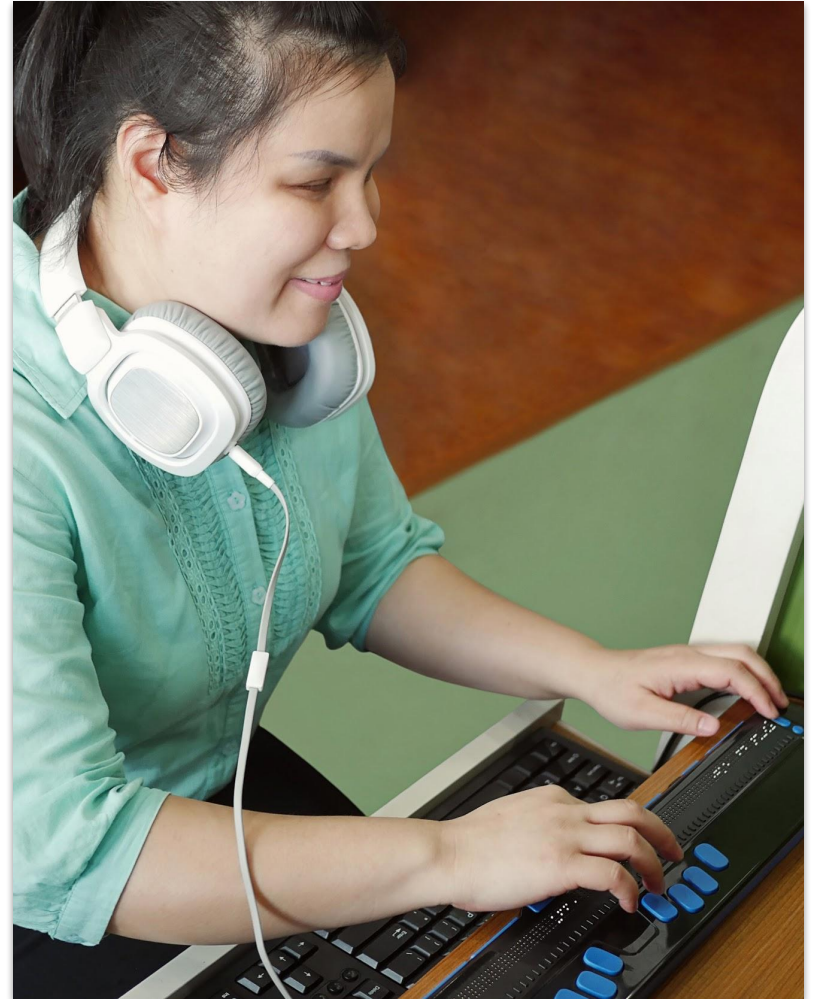
Applying an equity lens to the budget process

Embedding equity in the decision-making process

- All systemwide project proposals and new budget proposals are evaluated using a prioritization tool that includes weighted criteria to determine if the project will have a positive impact on Communities of Color

- Managers and staff are increasingly using equity lens tools in decision-making for programming, services, project management and evaluation, policies, and practices

- Equity investment identification continues to grow as a foundation of equity work across the library

Equity in action: Supporting an environment of learning and growth

Mandatory managers equity training series

- Understanding Systems of Race & Racism
- Inclusively Leading with Race
- Understanding and Confronting Anti-Blackness
- Power, Privilege, and Bias
- Facilitating Conversations

Library Toolkit Towards Racial Equity

- 9 workbooks focusing on learning and self-reflection (3 added this year)
- Staff utilize toolkits independently, in workgroups and staff meetings, and included as part of staff performance review expectations

Location Services equity pulse checks

- 7 Likert scale questions, 1–5 scoring
- Administered every 6 months
- Average results for all questions across all locations were in the **high 3s to low 4s**
  - All questions related to how managers are doing in areas of cultural sensitivity, agility, and humility scored at 4 or low 4s, systemwide

This is a point-in-time evaluation, and results may be impacted by library construction closures.
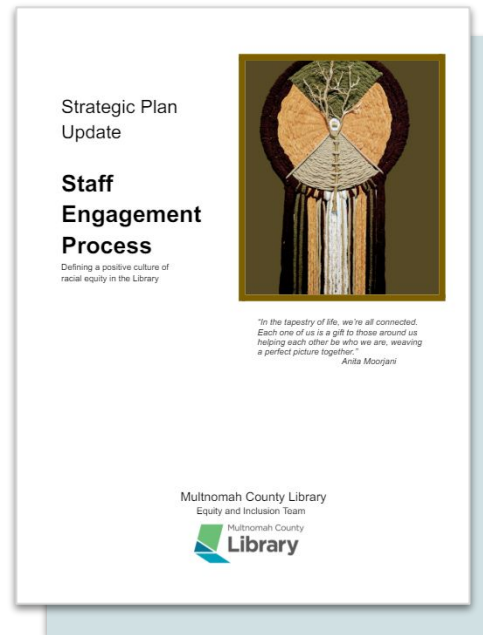
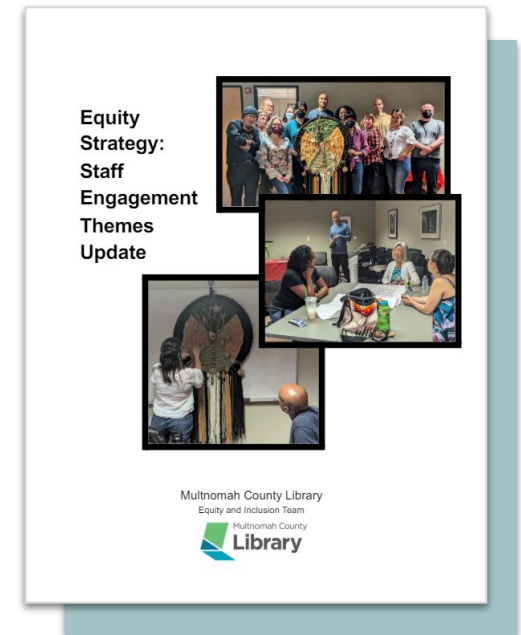# Equity in action: The library's internal equity strategy
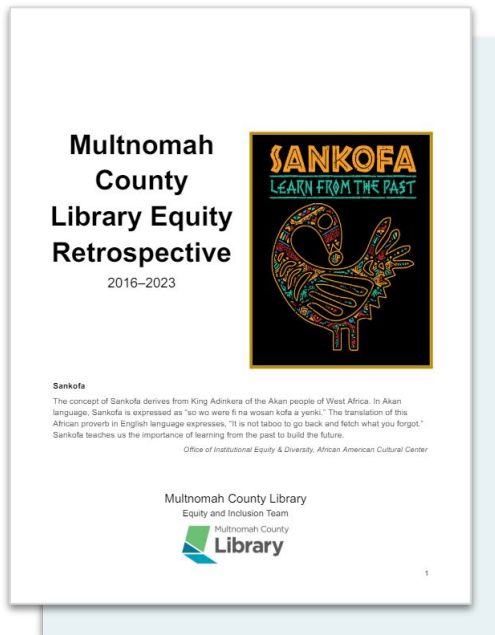
EQUITY RETROSPECTIVE

A 7-year retrospective (2016–2023) of the library's equity efforts supporting transformational change

STAFF ENGAGEMENT PROCESS

The staff engagement process to develop a definition for a positive culture of racial equity in the library and identify themes of needed work

THEMES UPDATE

Recommendations and frameworks based on staff input to move the library forward towards a positive culture of racial equity

Supporting a diverse workforce

As the workforce continues to diversify, the library continues to develop strategies to support staff:

- Staff wellness and decompression spaces
- Time and space for connection, centering voices and experiences of staff of color
- Centering and grounding work with staff
- Location-specific equity discussion series
- Employee Satisfaction Improvement Team
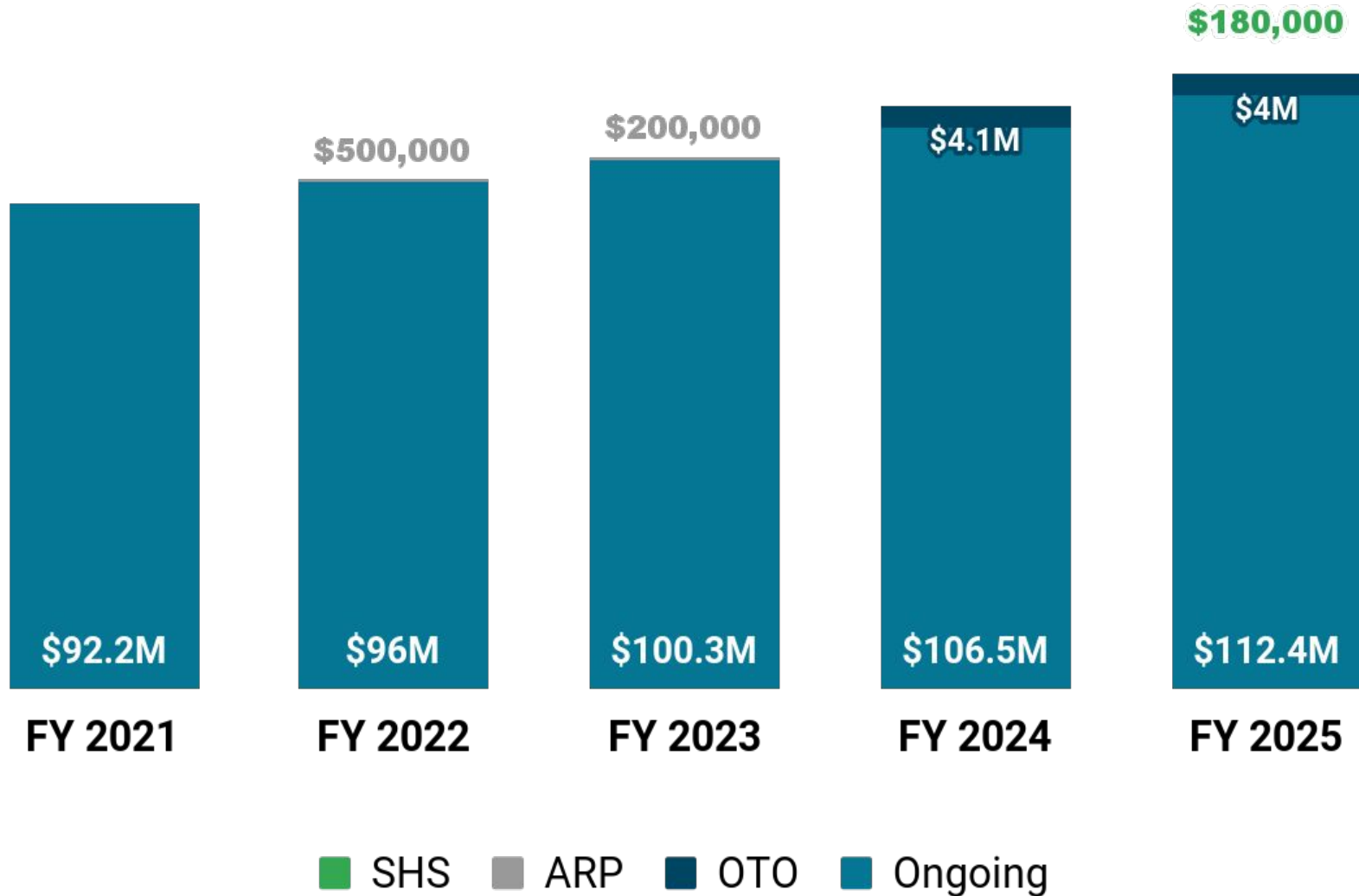
RETENTION OF STAFF

	2021	2022	2023
Staff of color	89.4%	91.7%	90.1%
All MCL staff	89.5%	93.6%	90.5%

FY 2025 Proposed Budget

Overview

5-year budget trend

Legend: SHS | ARP | OTO | Ongoing

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$500,000	$200,000	$4.1M	$180,000
				$4M
$92.2M	$96M	$100.3M	$106.5M	$112.4M

Library Department total and Operating Budget are the same.

5-year FTE trend

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
530	534	544.75	549	537.5
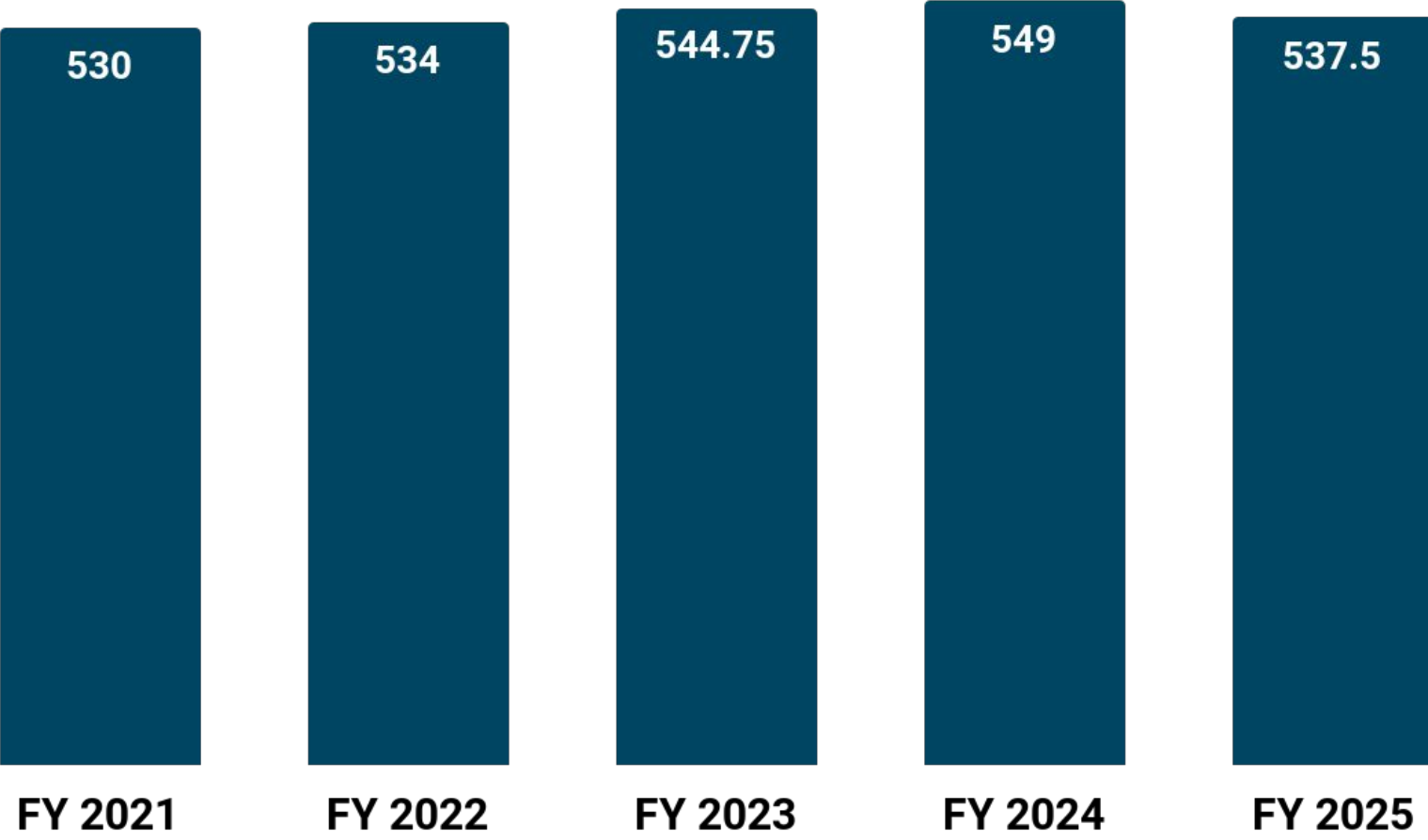
Budget by category ($116.6M)

Personnel — $74,602,019 / 64.0%
Internal Services — $24,977,857 / 21.4%
Materials & Supplies — $13,295,476 / 11.4%
Contractual Services — $3,688,237 / 3.2%
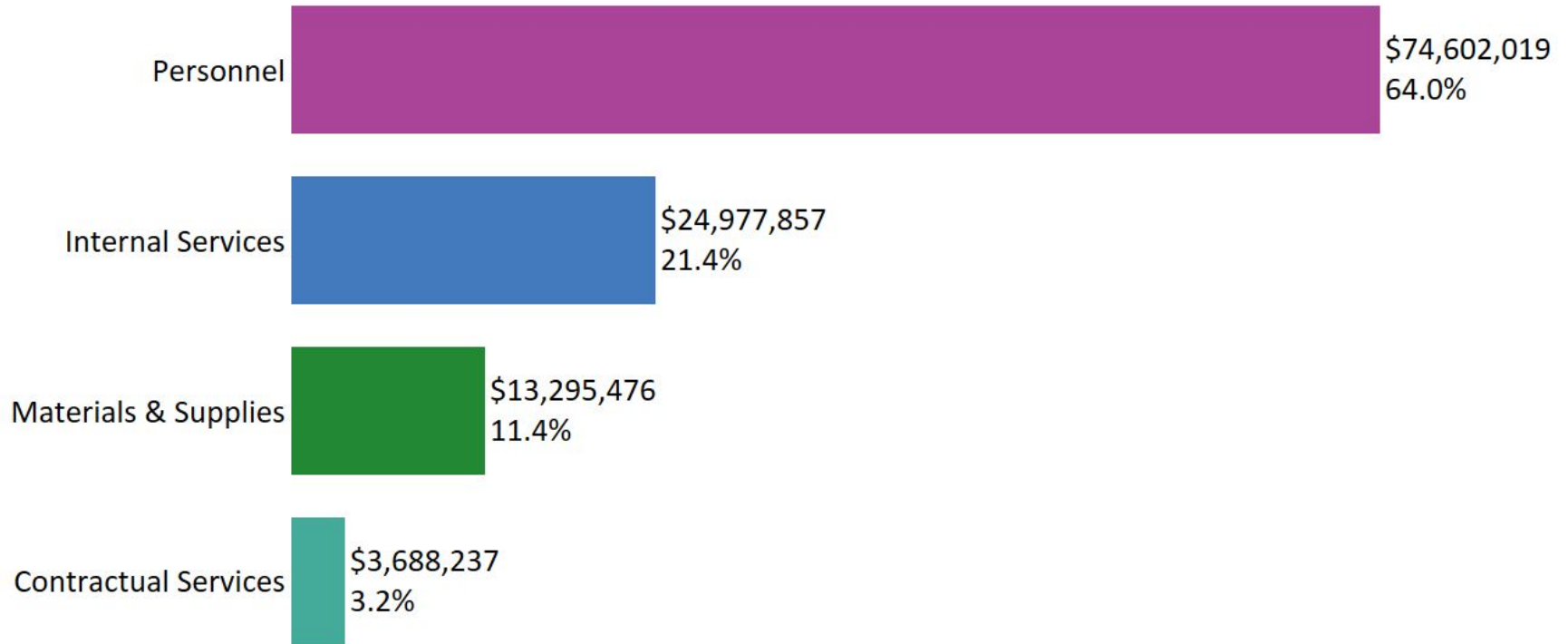
	2021	2022	2023	2024	2025
Personnel	$58.9M	$61.1M	$64.4M	$70.8M	$74.6M
Internal Services	$19.4M	$20.3M	$21.1M	$22.4M	$25.0M
Materials & Supplies	$12.3M	$12.8M	$13.0M	$13.8M	$13.3M
Contractual Services	$1.7M	$1.8M	$2.0M	$3.6M	$3.7M
Capital Outlay		$0.5M			

Budget by division ($116.6M and 537.5 FTE)

FY 2025 Budget: Department Administration $29.3M, Public Services $87.3M

FY 2025 FTE: Department Administration 66.25, Public Services 471.25

Department Administration ■ Public Services
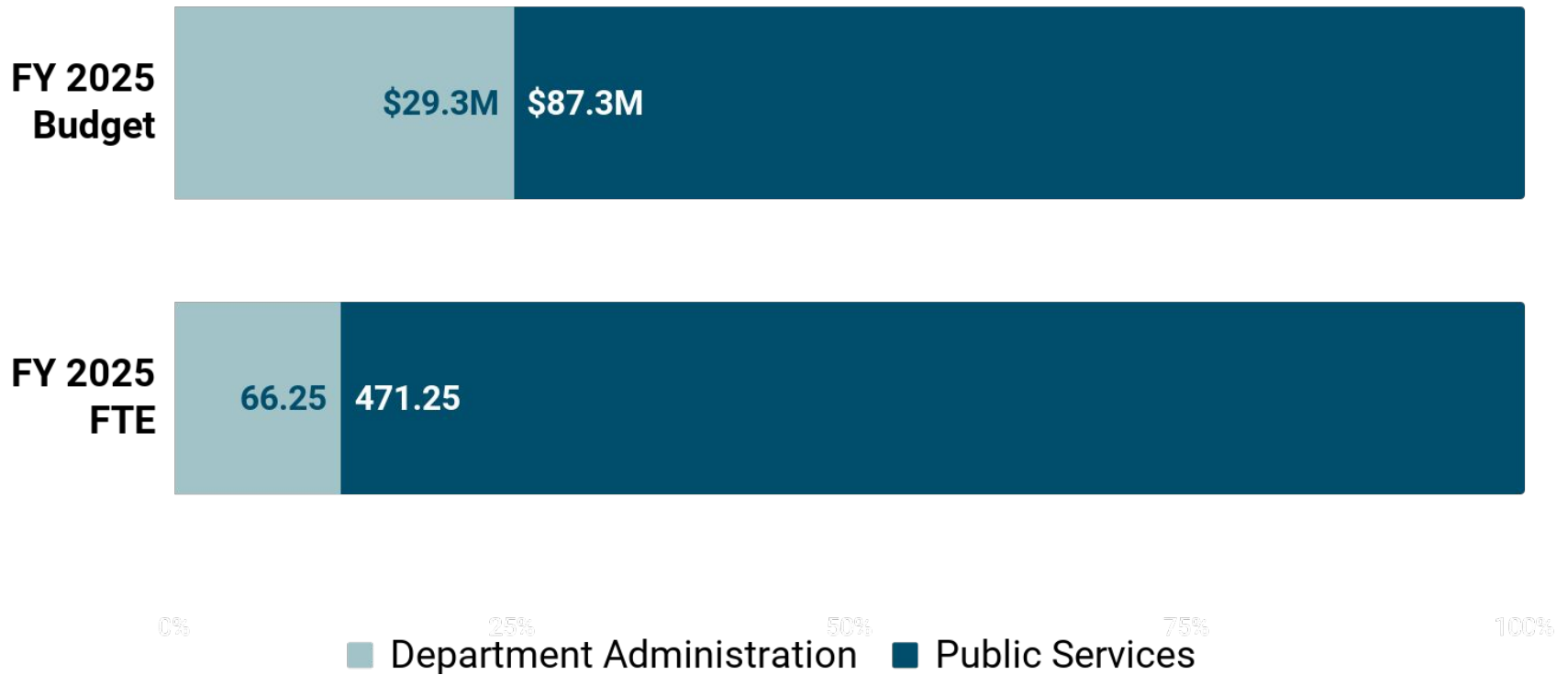
Organizational chart: Department Administration

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                    ┌──────────────────────┐
                    │     Department        │
                    │   Administration      │
                    │       $29.3M          │
                    │     66.25 FTE         │
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Library Director's Office	Business Services	Facilities and Distribution	Bond Administration
$2.0M	$2.4M	$5.2M	
8 FTE	8 FTE	10 FTE	6 FTE

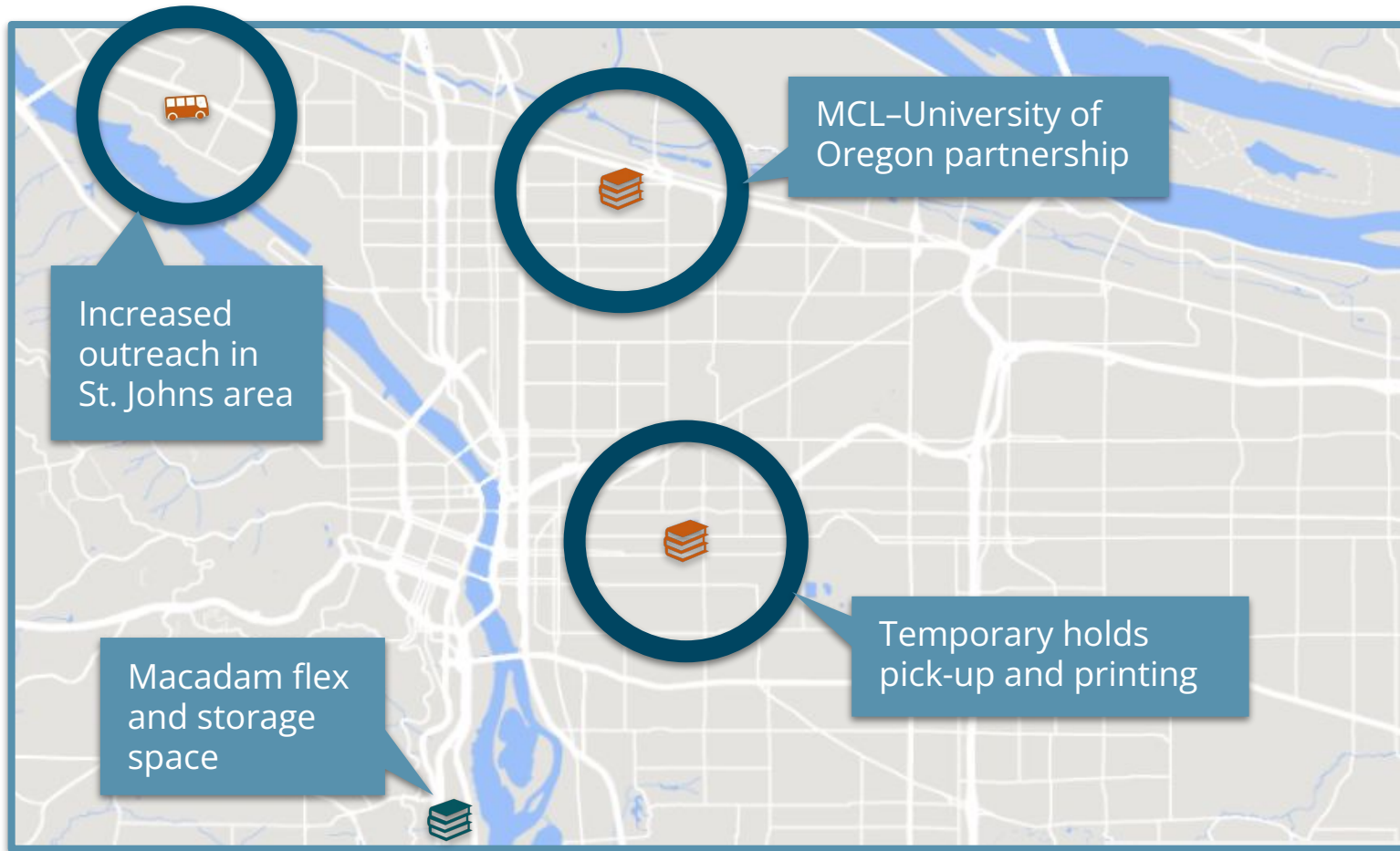| IT Services	Human Resources	Marketing and Communications	Library Special Projects
$12.1M	$4.1M	$2.1M	
6 FTE	17.75 FTE	10.5 FTE	$1.5M
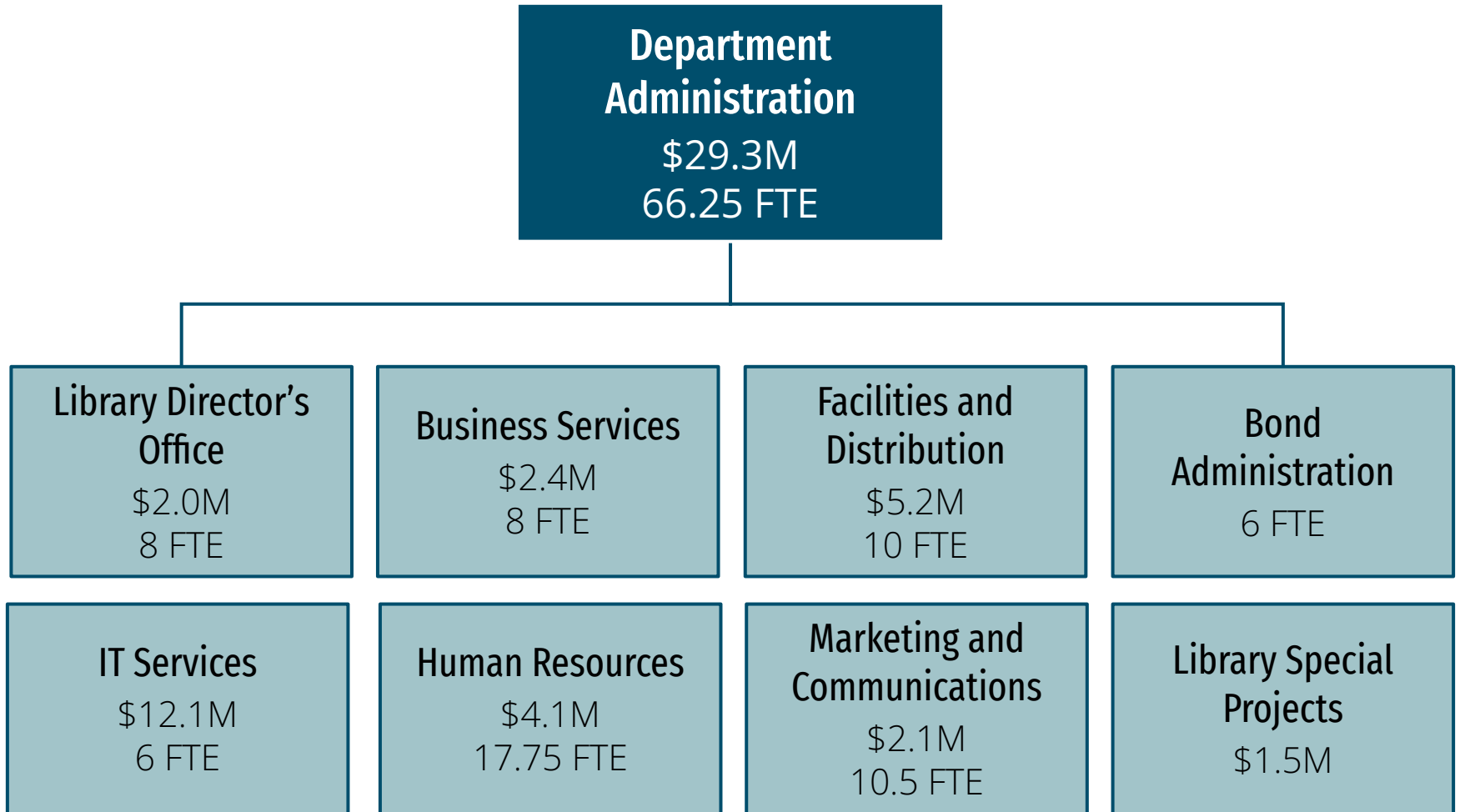
Note: Bond Administration staff are funded through bond resources.

# Department Administration: Budget and FTE comparison

FY 2024 — OTO $2.7M, Ongoing $25.6M
FY 2025 — OTO $2.3M, Ongoing $27M
FY 2024 — 63.25 FTE
FY 2025 — 66.25 FTE

OTO   Ongoing
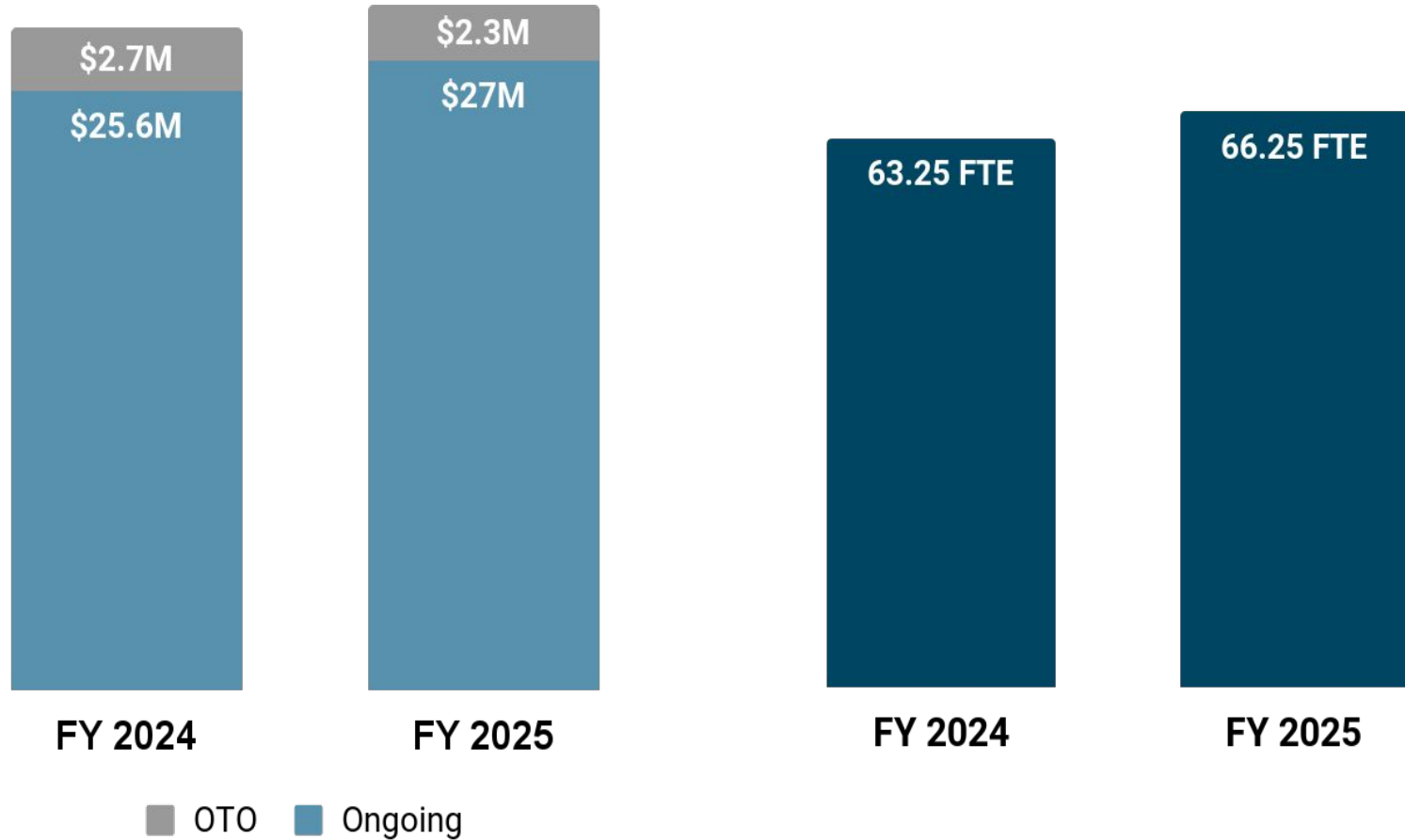
Continuity of Library Services FY 2025 map

Increased outreach in St. Johns area

MCL–University of Oregon partnership

Temporary holds pick-up and printing

Macadam flex and storage space

Success story: Community Tech Space

One block from Central Library   45-person capacity   Limited browsing collection

Desktop computers   Wi-fi access   Returns

Charging area with seating   Print / scan / fax
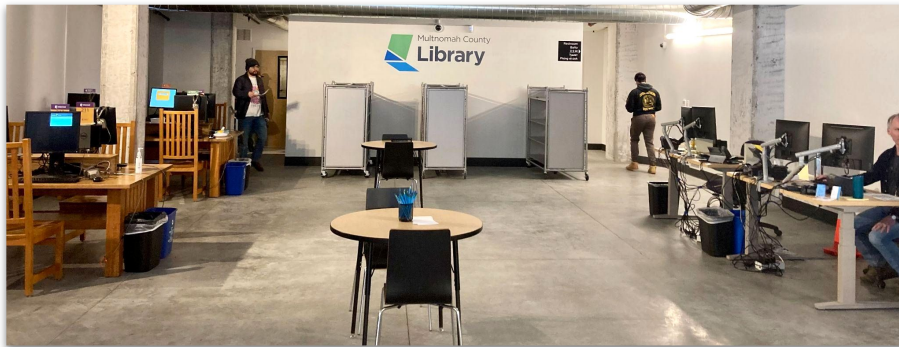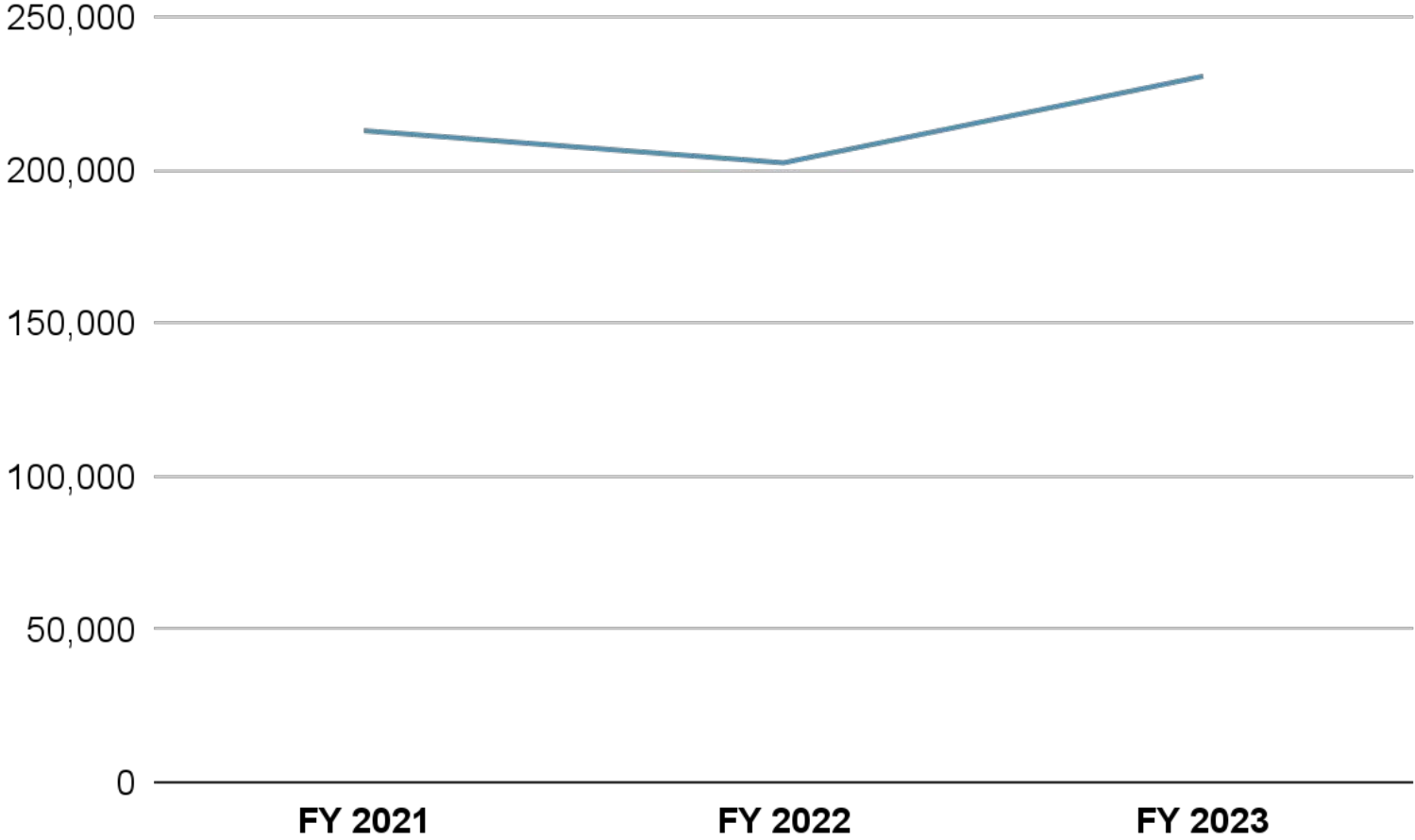

More than 40,000 visits in 6 months!

Department Administration: Active cardholders

Cardholders who have used the library in the past 12 months
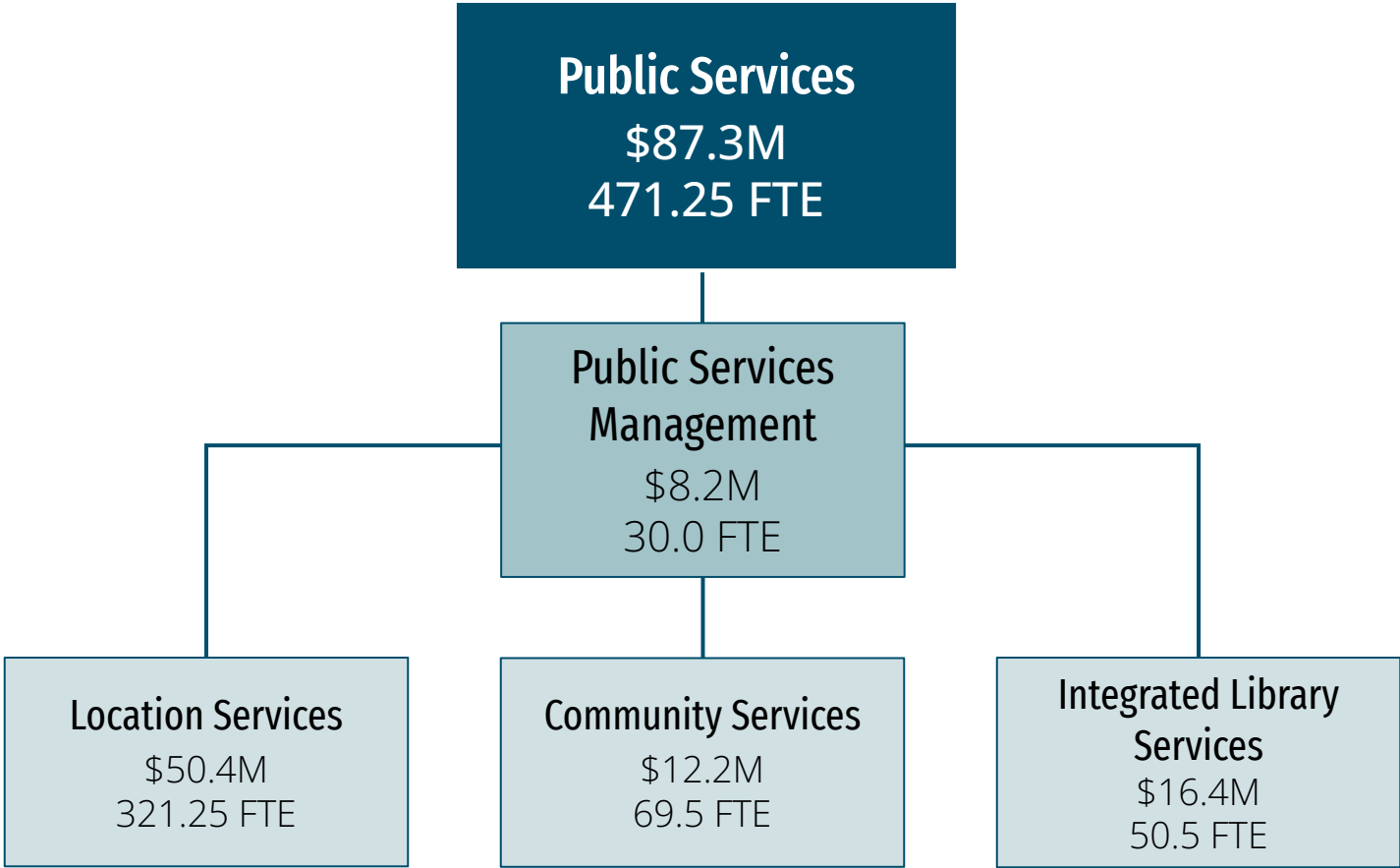
Redesigning the annual patron survey

For more than two decades, the library has administered an annual patron survey to gather feedback about library services, spaces and staff. **We are redesigning the survey in 2024**.
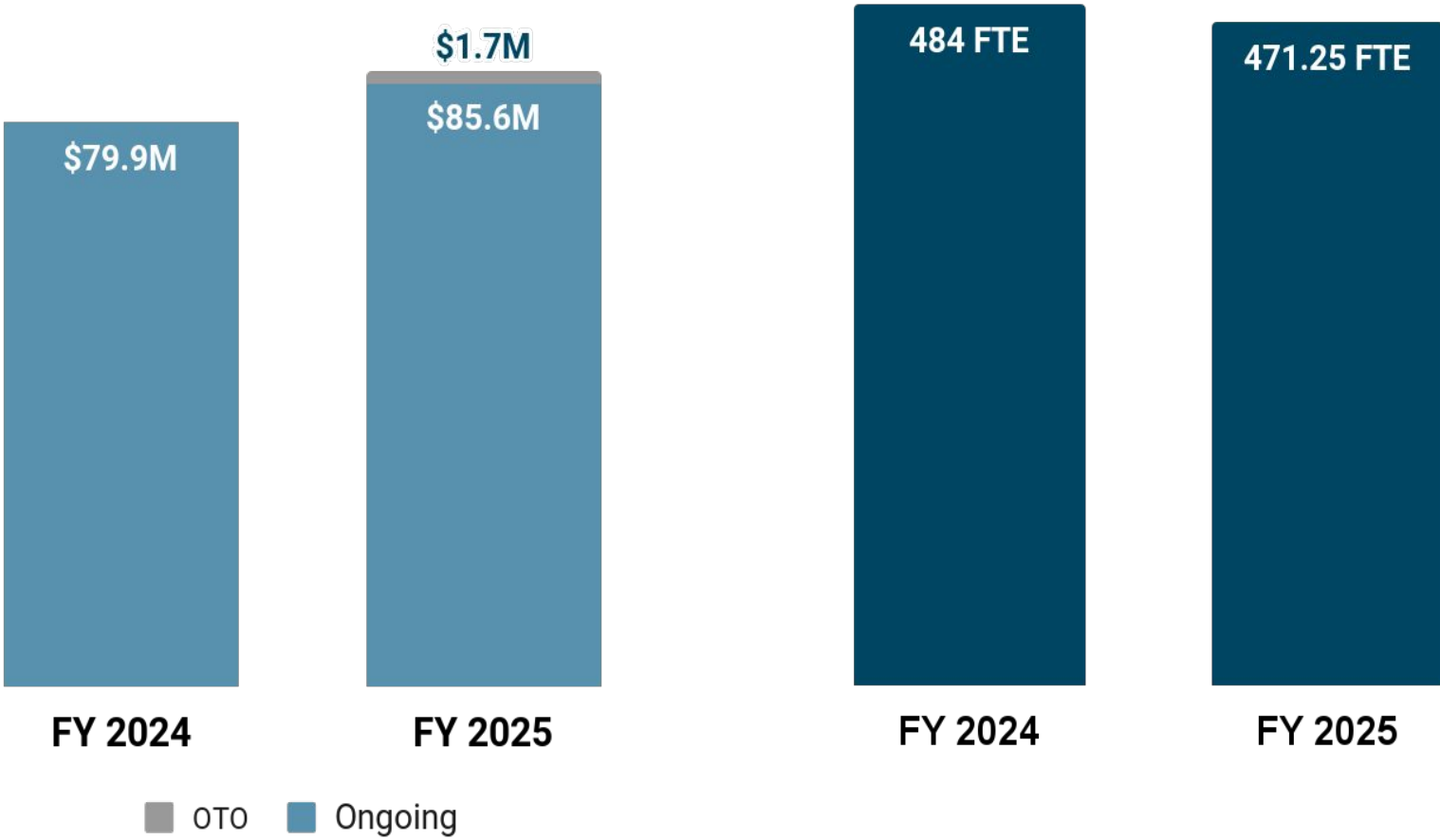

- Updating the survey format to include qualitative and quantitative approaches

- Adding a story-based approach with communities of focus beginning in 2025

- Continuing key satisfaction metrics over time

- Aligning questions and metrics with library's strategic plan and new patron service strategy

Organizational chart: Public Services Division

Public Services
$87.3M
471.25 FTE

Public Services Management
$8.2M
30.0 FTE

Location Services
$50.4M
321.25 FTE

Community Services
$12.2M
69.5 FTE

Integrated Library Services
$16.4M
50.5 FTE

Public Services: Budget and FTE comparison

$1.7M

$85.6M

$79.9M

FY 2024

FY 2025

484 FTE

471.25 FTE

FY 2024

FY 2025

OTO   Ongoing

Public Services: Service stats

In FY 2023, the library had 3.2 million checkouts and renewals of children's books.

- 41,000 books distributed to child care providers
- 98,000 phone, email, chat, and text contacts answered by Community Information staff
- 104,000 children and teens participated in Summer Reading 2023
- Programs focused on community interest and learning
- Deliveries to homebound library patrons
- Library services in juvenile and adult detention centers
- One-on-one book-a-librarian appointments
- Virtual tutoring and school supports
- Public computers and technology help
- 362,000 checkouts and renewals of books and materials in Chinese, Russian, Spanish, and Vietnamese

Public Services: Equity in action

The Community Engagement team has supported **200+** outreach events so far this year.

Outreach events are evaluated through an equity scoring sheet, and staff time is prioritized for events that score the highest on these factors:

- Communities of race and culture
- Language
- Economic Marginalization Composite Score
- Accessibility
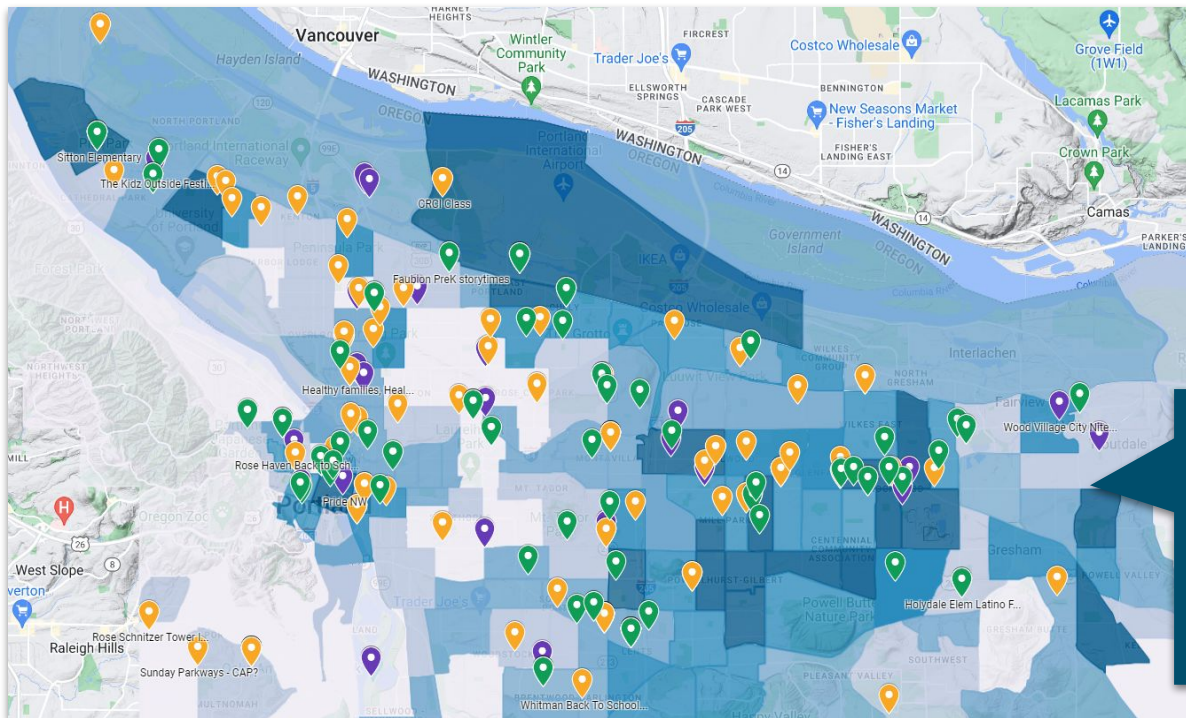
Events have included Reclaiming Black Joy, Neerchokikoo Pow-Wow NAYA, and Equitable Giving Circle community event.

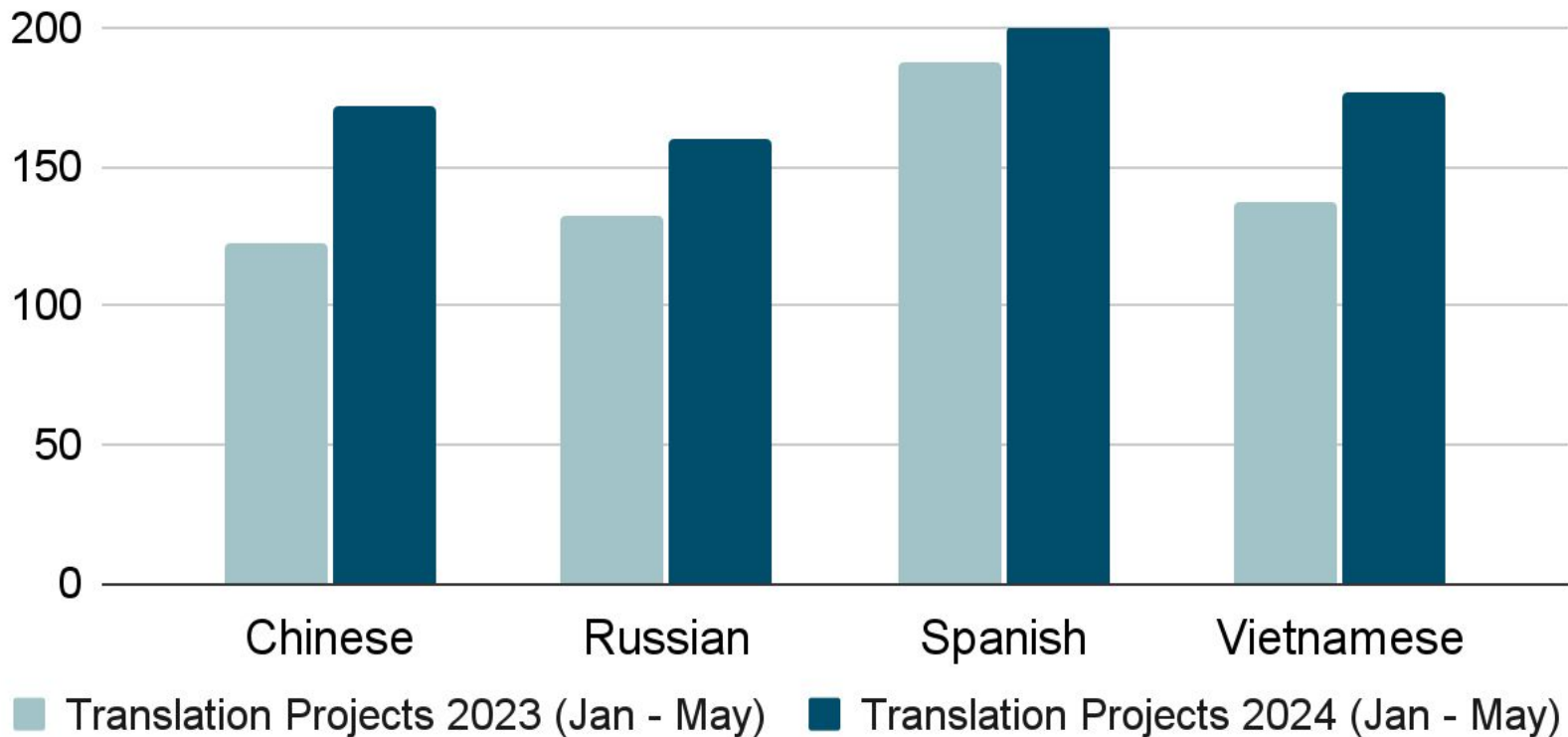**This map shows these outreach events overlaid on the Opportunity Composite Map.**

Public Services: Culturally responsive positions

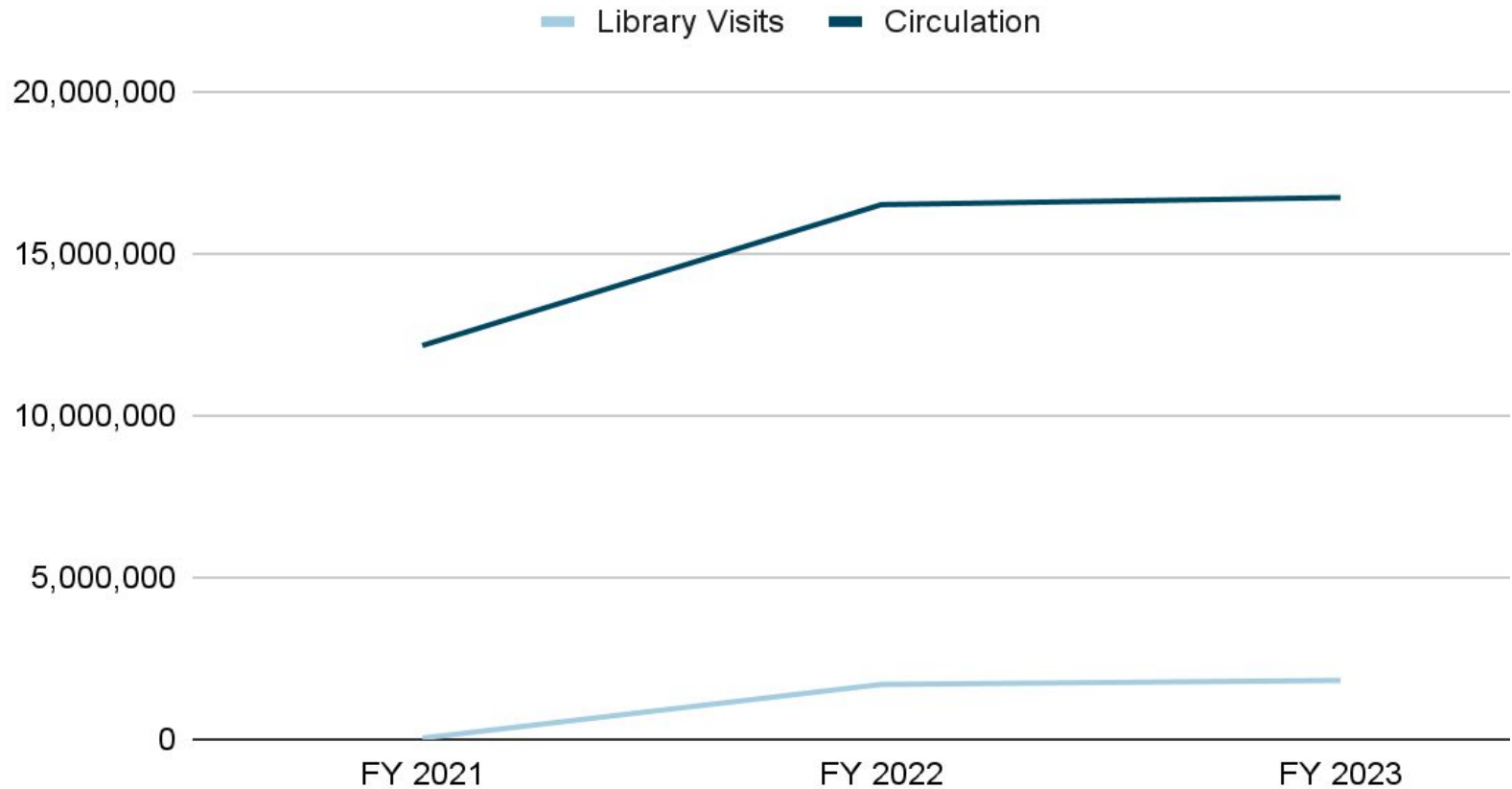Budgeted language and cultural positions, systemwide
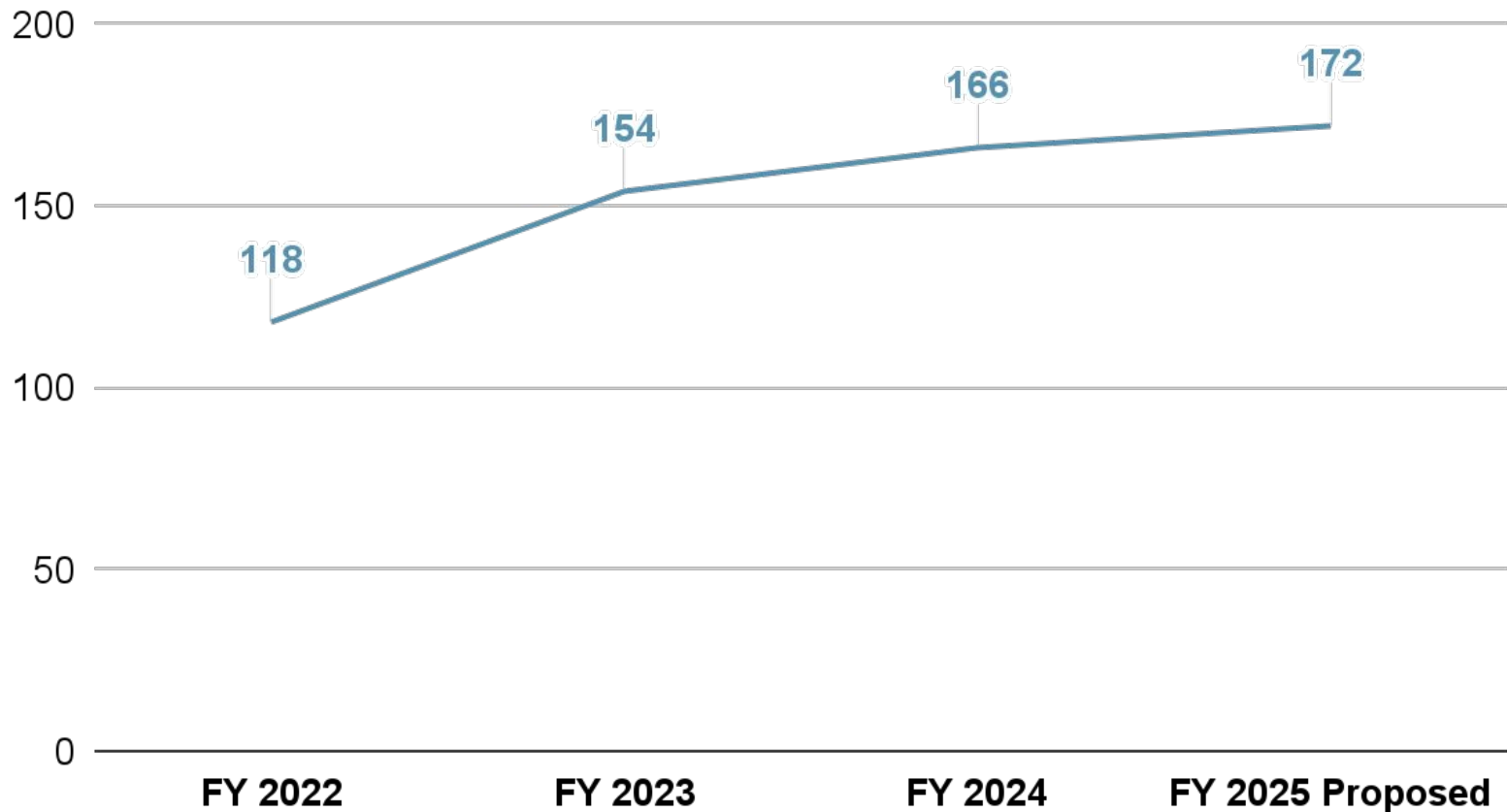
Public Services: Supporting timely and accurate translations

Vacancies repurposed to add 2.0 Translation Editors in Community Information
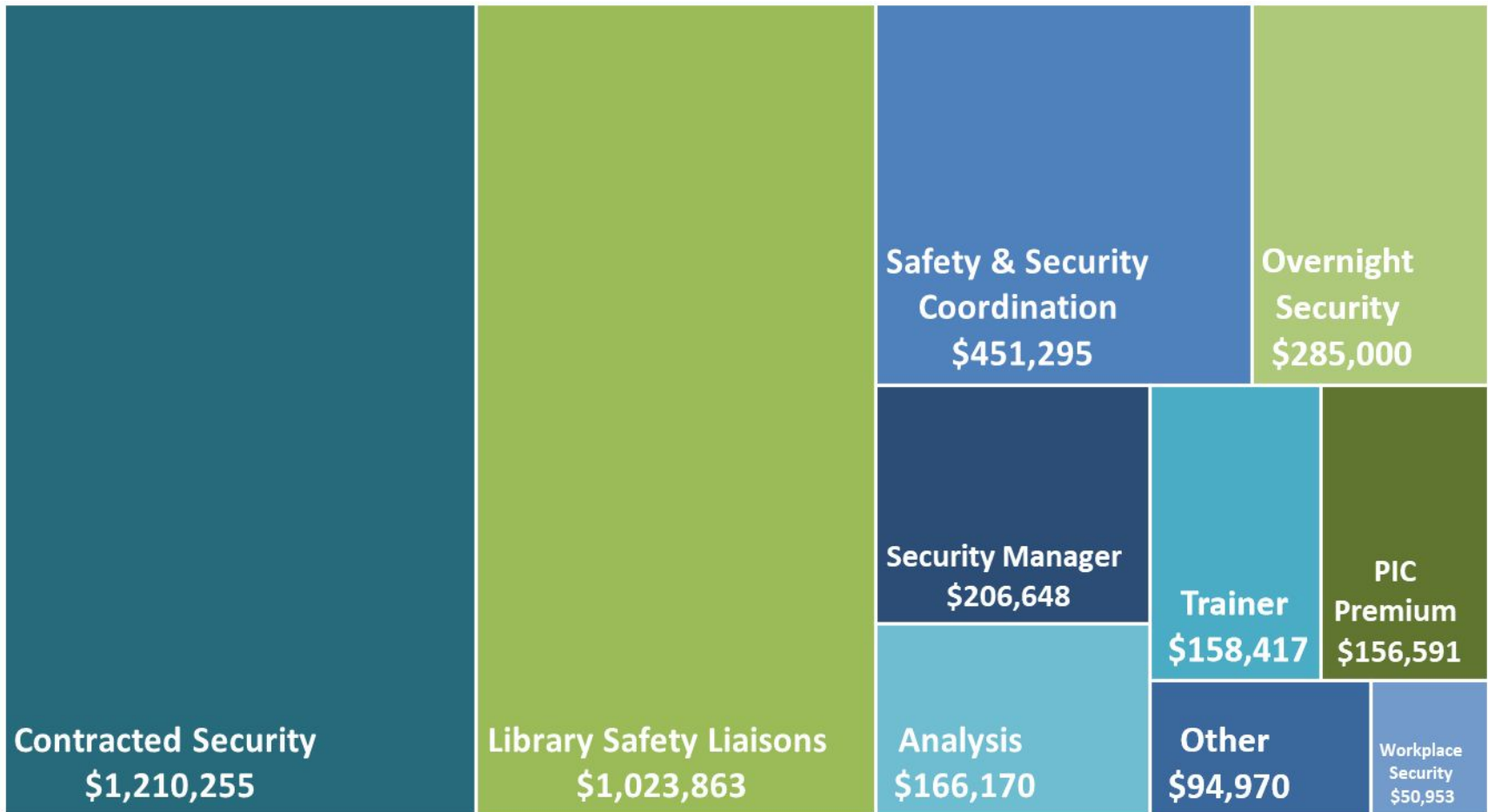
Public Services: Library use

Library visits and circulation

Key issue: Security in library spaces

The library is adding resources and continues evolving its systemwide safety and security strategies, with **$3.8 million** in resources proposed in FY 2025, an **80% increase since FY 2019**.

Contracted Security $1,210,255

Library Safety Liaisons $1,023,863

Safety & Security Coordination $451,295

Security Manager $206,648

Analysis $166,170

Overnight Security $285,000

Trainer $158,417

PIC Premium $156,591

Other $94,970

Workplace Security $50,953

Supporting staff and patrons in library spaces

Safety and security training

- Full-time Library Safety and Security Trainer
- Robust Critical Incident Response procedures
- Safety awareness training for all staff

On-site support

- Contracted security
- Library Safety Liaisons
- Post-incident debriefs, EAP, administrative leave
- Safety Coordinators
- **Mental health support (expanded)**
- **Peer support specialists (new)**

In progress

- Implementation of a new, more robust security incident tracking system
- **Implementation of "opt-in" person-in-charge model (new)**
- **7 limited duration supervisor positions at highest incident locations (new)**

Facilities improvements (expanded)

- Lowered sightlines
- Increased camera coverage
- Lighting improvements
- Security assessments of all buildings

24/7 support

- Security Operations Center support
- All-hours support from Executive Team PIC
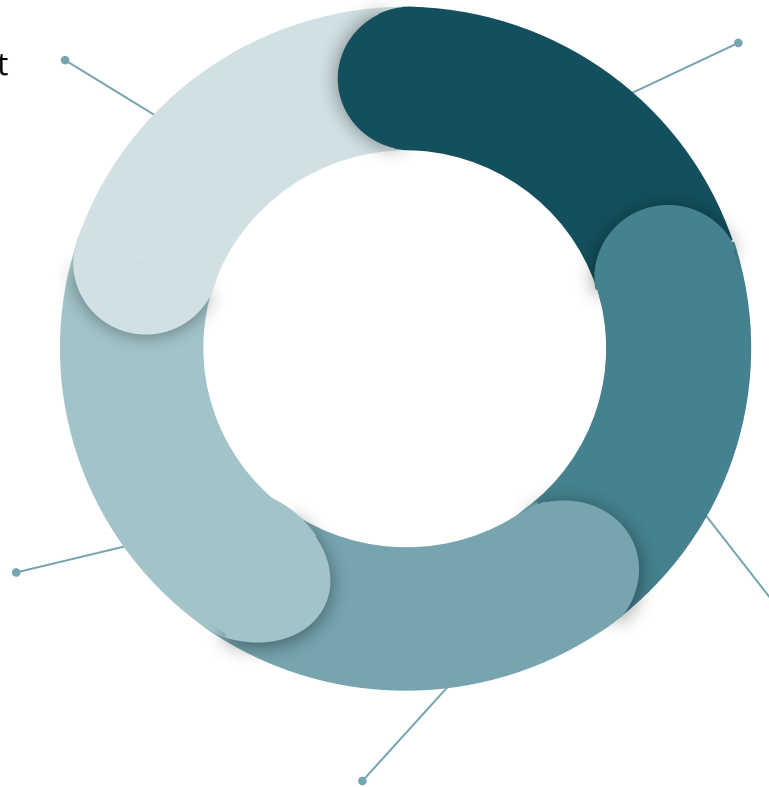
Library Operations Center

65-bin AMH

500k on-site collection

Rose City Reads

Library fleet

Home offices for Integrated Services and Community Services teams.

7.5 FTE reassigned to the Sort Center from across several library locations, concentrating on back office materials movement and backfilled for limited duration (two years) in library locations. After AMH rolls out fully across 16 library locations—238 bins systemwide—this temporary boost will sunset.
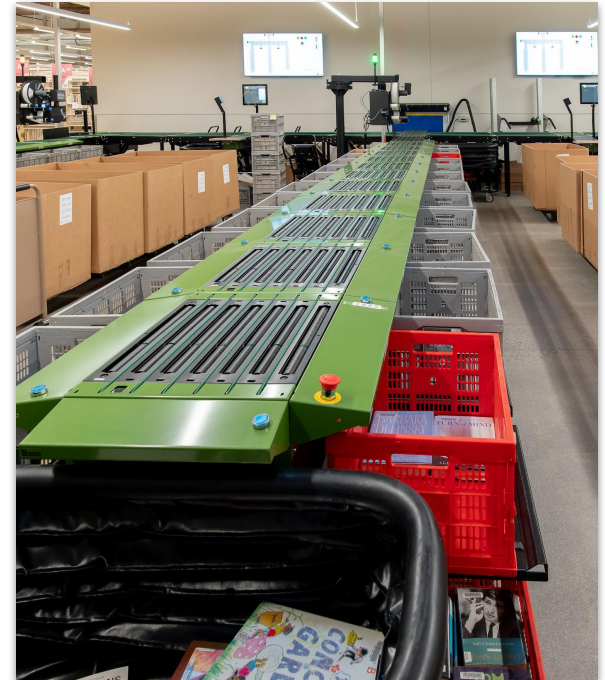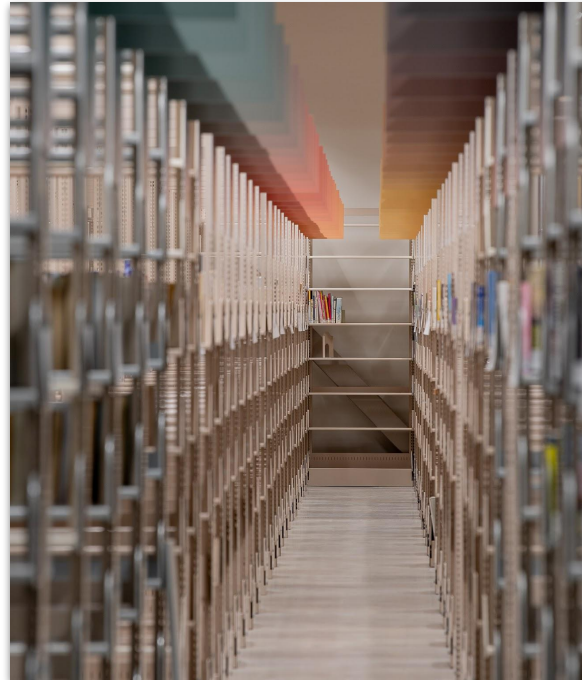
Supporting community now...

Central Library (2024)

Capitol Hill Library (2024)

Gregory Heights (2024)

...and into the future

East County Library (2026)

Albina Library (2025)

The library is bringing **people, ideas, technology, and information** together to support community needs.

The FY 2025 budget **supports emerging operational and equity investments**, with an eye toward more challenging budgets on the horizon.

We are **centering community voices** as we transform our spaces and evolve our services.

Holgate Library (2024)

Midland Library (2024)

North Portland Library (2024)

Questions

Appendices

The following slides are provided for reference.

Key changes: One-Time-Only

PO #	PO Name	Brief Description	Strat Plan Goals	District OTO	LD FTE
80017	Human Resources	Extension of limited duration change management support in Learning & Organizational Development for high priority projects (IMMS, Employee Satisfaction Group, Creative Learning Spaces)	multiple	$ 383,264	2.0
80022	Public Services Division Management	Add 7.0 limited duration Library Supervisors in response to Opt-In PIC implementation. Positions will be posted for locations with highest security incidents. Start date in FY 24, two year term to evaluate success of this model change prior to discussing ongoing resources.	#4, #6	$ 1,020,180	7.0
Multiple	Multiple	Reallocate 7.5 FTE Access Services Assistants (ASA) from library locations to the centralized Sort Center. Temporarily offset location reductions with 7.5 limited duration ASAs across multiple library locations. Add 1.5 limited duration ASAs directly in Sort Center. Materials movement work flow is shifting to Operations Center, but efficiencies will not be fully realized for a few years (AMH implemented systemwide, new workflows finalized). Positions will sunset as system-wide changes are fully in place.	#6, #7	$ 747,016	9.0
80006	Youth Development	Materials and supplies to outfit new Teen Room and Sensory Spaces coming online during FY 25.	#2, #7	$ 27,700	-
80025	Library Special Projects	Chapter project reopening celebrations in FY 25 (four events)	#6	$ 124,000	-

Key changes: Ongoing

PO #	PO name	Brief description	Strategic plan goals	District OG	FTE
80018	IT Services	Sunset pandemic-era hotspot lending program. This service was launched to support Wi-Fi access during the pandemic. Reduction helps offset increasing IT costs for other technology services.	#2, #3	$(180,000)	-
80018	IT Services	Funds A/V support contractor embedded within IT HelpDesk workflow. MCL is making significant investments in A/V technology across bond projects; County staff do not have skill set / capacity to support. MCL will fund via internal service charge.	#3	$226,000	-
80007	Community Information	Net impact of reclassifying vacant 1.25 FTE Outreach Specialist positions to 2.0 FTE Translation Editors (Chinese, Russian).	#2, #6	$29,418	0.75
80022	Public Services Division Mgmt	A number of long-term vacant Safety Liaison positions were eliminated to reflect reality; vacancy savings from these positions have been utilized to fund contracted security costs. This technical true-up corrects the spending category, but does not represent a change in operations.	Technical Change	$0	-10.5

Investments supporting the Homelessness Response Action plan

| PO #	PO name	Brief description	Strategic plan goals	SHS funds
80001	Central Library	The library currently partners with a community based organization to bring mental health professionals into libraries to provide direct crisis intervention and resource connection support to patrons and staff. The proposed program would enhance this important work, by augmenting this work with Peer Support Specialists (PSS). PSS workers are individuals with lived experience with mental health diagnoses, substance abuse disorder and/or homelessness who are in recovery and have completed specialized training to use their story to establish valuable rapport, share common experiences, and strengthen engagement in care. This program would help support more equitable spaces, which will help at-risk populations be successful using the library. With the PSS working from a trauma informed and harm reduction based approach we hope to see a de-escalation in high incidents and onsite drug use.	#4, #6	$180,000

Library Fee Schedule: No changes for FY 2025

Department	Section	General Fee Description	Fee Amount	Notes
Multnomah County, Oregon - FY 2024 Multnomah County Fee Schedule				
Library	Library Fines and Fees	Shipping holds (Books by Mail)	$3 per item	
		Bank fee for returned check	$25 per check	This charges can only be paid with cash, money order, or traveler's check.
		Replacement cost Lost item processing fee	Replacement cost / Processing fee: $10 per adult item $5 per juvenile item	Replacement cost is levied to each lost item. Replacement cost will be refunded if a lost item is returned. A processing fee of $10.00 for adult items or $5.00 for juvenile items is deducted from any refund owing to the patron.
	Non-resident Library Card Fee	Non resident library card fee	$180 per household per year	The card fee only applies to residents living outside of the reciprocal agreement areas.
	Library Computer Resources	Printing fee	Free for patrons	
	Interlibrary Loan Policies	If a free lending library is not available, the library will cover up to $10 on any item requested.	Actual lending fee per item minus $10	If the cost of borrowing exceeds $10, Interlibrary Loan will not continue with the request until the patron agrees to pay the balance of the fee charged by a lending library.
		A minimum charge of $50 will be applied for lost interlibrary loan item.	$50 per item	

Library equity: Organizational resources

FY 2025 equity budget				
PO #	PO name	Equity JCN and position title or budget category	Total funds*	FTE
80010	Library Director's Office	9715 – Equity & Inclusion Manager 9748 – Equity & Inclusion Analyst	$431,711	2.00
80010	Library Director's Office	Equity & Inclusion program materials, supplies, and professional services	$23,500	-
80017	Human Resources	Travel and training for culturally specific conferences	$85,000	-
80022	Public Services Division Management	9748 – LDA HR Analyst, Sr. supporting language / cultural KSA assessment	$169,000	
Total			**$709,211**	**2.00**

Organizational chart

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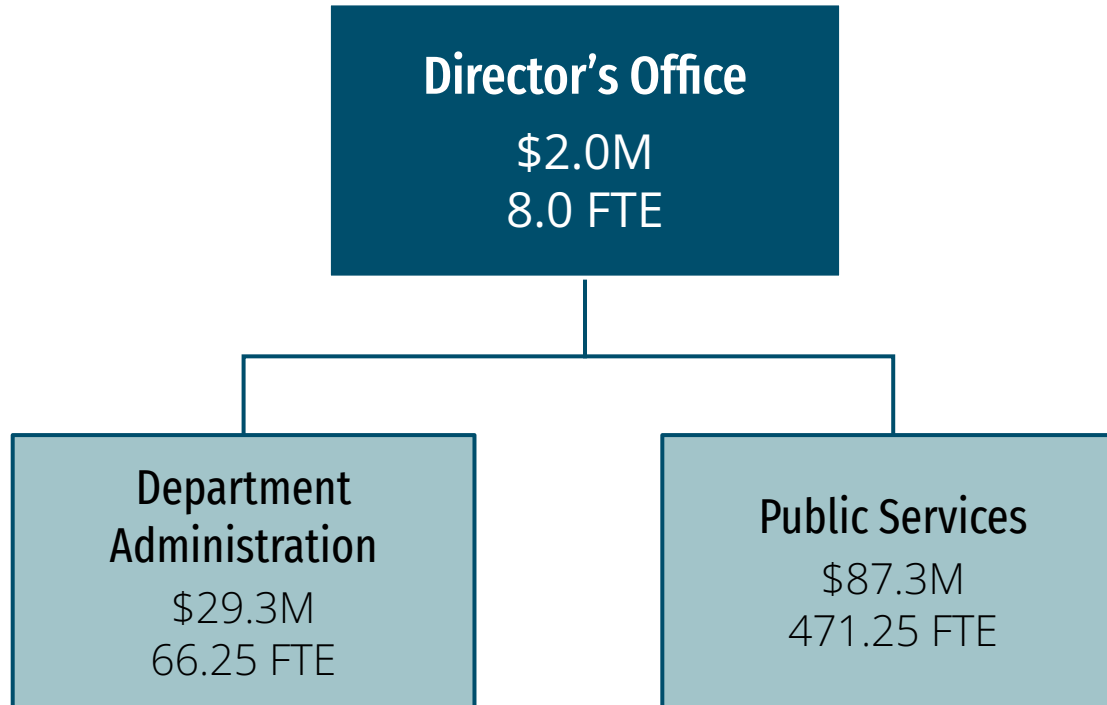
Budget background: 537.5 FTE across all classifications