

# Library Department



TO: Chair Jessica Vega Pederson  
Jenny Smith, Chief of Staff  
Christopher Neal, Chief Operating Officer  
Christian Elkin, Budget Director

FROM: Annie Lewis, Library Director  
DATE: February 6, 2026

RE: FY 2027 Requested Budget Transmittal Letter

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## Department Overview

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A treasured community resource since 1864, Multnomah County Library (MCL) serves patrons across Multnomah County with 19 library locations. Our libraries enjoy strong community support, evidenced by 350,000 cardholders, which represents approximately 43% of the community. In FY 2025, the Library supported over two million library visits and patrons checked out or renewed library materials 17.6 million times.

The goals outlined in the Library's strategic plan include: expanding access to lifelong learning and improving learning outcomes; adapting services to community needs; bridging the digital divide; fostering welcoming and inclusive spaces; supporting democracy; ensuring positive user experiences; and collaborating to create adaptable library spaces.

The Library has been undergoing a significant transformation in recent years. In 2020, voters approved a Multnomah County Library Capital Bond measure to expand and modernize libraries. In Fiscal Year 2027, the Library will fulfill its commitment to voters by completing a significant undertaking: upgrades to all 19 library locations. The bond included a series of major expansions, renovations, and new construction projects. There is much to celebrate as all library locations will be open and operating for the first time since FY 2023, and we anticipate the bond project will be delivered on time and within the established budget.

In tandem with the development of new library spaces, the Library has prioritized several key initiatives including: redesigning its approach to staffing, automating materials movement through state-of-the art technology, establishing clearly defined [service priorities](#), and focusing efforts to address critical safety and security needs. At the same time, the Library is planning over a long horizon to ensure fiscal stability amidst escalating costs, expanded spaces, and new opportunities to serve communities.

Central to the Library's mission is creating and maintaining spaces that are welcoming and inclusive for patrons and library staff. The Library supports Multnomah County's

Mission, Vision and Values in this work with a long-term approach to planning and resource allocation that centers the needs of historically marginalized communities and evolves the Library's services. This work includes culturally and linguistically relevant programming, collections, and staff, outstanding customer service, and offering diverse books and other physical and digital resources.

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## Decision-Making Strategy

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FY 2027 is the culmination of almost a decade of planning and dedication to bring a vision of modernized spaces, technology, and services to the Multnomah County Library system through the Multnomah County Library Capital Bond program. However, the financial landscape has shifted dramatically since the initial plans were developed for post-bond operating costs for this expanded library system.

With a known operating deficit on the horizon, the Library set an FY 2027 budget framework to help guide budget development and decision-making in a challenging fiscal environment. This framework relies on deep foundational planning work, like the Future Staffing Plan and MCL Service Statement and Priorities, referenced below.

### FY 2027 Budget Framework

- Hold non-personnel budgets flat or make reductions where possible to address the forecasted operating deficit
- Continue to evaluate base budgets for opportunities to improve equity and service provision across MCL service priorities
- Plan for the first full year of operations with all library locations online – including the brand new East County Library – and new associated service and staffing models
- Support bond close-out and temporary support activities with one-time resources
- Evaluate targeted reduction proposals that minimize direct service level impacts to the community, and are in alignment with Library service priorities

### Future Staffing Plan

In FY 2026, the Library implemented a new staffing plan in preparation for all 19 new and expanded library locations to open during FY 2027. The staffing plan serves as the Library's guide for ensuring adequate staffing for its new library spaces and services.



The staffing plan is built on the foundation of [MCL's Service Statement and Priorities](#), and is informed by an updated methodology to calculate staffing requirements for service point coverage across all public service locations.

- The plan reallocated some staff who previously provided services in the community outside of library spaces into new, larger library locations where their expertise and skills will continue to support the community.
- The staffing plan also emphasized safety and security in library spaces, adding new location supervisors, bolstering support for the Person in Charge (PIC) program and partnering with the County to provide contracted security officers.

## Multnomah County Library Service Statement and Priorities

The Library allocates staffing and funding resources to ensure the public can reliably access the four service areas listed below, in priority order.

1. **Library spaces** with accompanying collections, technology, and direct customer service
2. **Information and referral services**
3. **A library website and public access catalog**
4. **Programs and activities** that foster literacy development and interest; create awareness of library services or information resources; or that provide opportunities for creativity and learning. Programs and activities include both those coordinated by staff but presented by an external partner, and those offered directly by library staff.

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## Equity in Budgeting

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Multnomah County Library is dedicated to creating a library system that fosters the highest potential for its staff, patrons, and the broader community by prioritizing equity, empowerment, and support. The Library has no membership fees or restrictions based on identity, age, income, gender, race, or creed. The Library is committed to equity and inclusion and sustaining a reflective workforce in support of serving diverse communities with resources allocated to expand culturally and linguistically diverse staff; 27.2% of positions have Knowledge, Skills and Abilities (KSA) designations related to language or culture. This fosters an internal community and helps outreach to underserved communities.

The Library's Equity and Inclusion Program has been in place for over a decade and includes consultation, education, training, staff support for managers and those holding protected



identities, group activities, and support following protected class incidents and investigations and microaggressions. As part of the Library Strategic Plan, a staff engagement process supported the development of a definition of a positive culture of racial equity and a framework was developed to move towards the staff-led definition. In order to gauge progress toward the goal of creating a positive culture of racial equity in the Library, Culture Change Pulse Checks are being conducted every six months, with yearly in-person staff engagement.

The Library is actively engaged with the County's Workforce Equity Strategic Plan (WESP) and has implemented WESP recommendations from the initial WESP and is currently implementing benchmarks for phase 1 of the current WESP. Initiatives include, but are not limited to, upward feedback to managers for professional growth, staff "Stay Interviews" to identify strategies that promote employee engagement and retention, and tracking regular staff check-ins with managers to ensure that staff receive regular, high quality support and guidance and engagement from managers.

Managers and supervisors complete an annual, required equity learning series (four hours as per the WESP) focusing on topics related to education, understanding, and addressing issues of equity, racial equity and inclusion. Public Services managers and supervisors also receive consultation and coaching from equity staff every two months with additional support as needed.

The Library has adopted Targeted Universalism to intentionally design services to respond to the needs of diverse communities facing significant access barriers. This involves ensuring services are inclusive of cultural responsiveness, language accessibility, physical access, psychological and emotional safety, developmental needs, and trauma-informed practices, building upon a long-standing commitment to equitable service delivery.

The Library applies the fundamentals of the County's equity lens in a variety of ways as it crafts its budget:

- The Equity and Inclusion Team works with groups of managers and individuals to develop program goals that support equity and communities of focus.
- Each library manager is asked to evaluate their current service level funding for ways to improve equitable service provision within existing resources.
- In the context of budget changes (additions or reductions), the Library assesses how changes to programs and services advance equity goals or would potentially have a negative impact on those experiencing the greatest barriers. These assessments of equity impacts are a core aspect of overall prioritization when balancing the budget.

## Budget Overview

The Library Department Requested Budget submission totals \$127.1 million and 543.3 FTE for FY 2027, as detailed in the table below.

FY 2027 Requested Budget Overview - Library Department					
FY 2027 Requested	FY 2027 General Fund	FY 2027 Library Fund (Ongoing)	FY 2027 Library Fund (One-Time-Only)	Total Funds	Total FTE
	0	122,821,892	4,252,926	<b>127,074,818</b>	<b>543.30</b>

The Library Department does not receive any County General Fund resources. The budget is funded by intergovernmental revenues from the Multnomah County Library District, which receives property tax revenue dedicated to library services via Measure 26-143. This measure was approved by voters in 2012, and allows for a maximum tax levy rate of \$1.24 per thousand dollars of assessed property tax value.

Forecasted property tax revenues stand at \$120.5 million for FY 2027. Other revenue sources include grants, interest earnings, donations, and fees for services, totaling \$2.3 million.

Inclusive of a planned draw on Library District fund balance for one-time operational spending (\$4.3 million), resources budgeted in the Library Department total \$127.1 million.

In partnership with the Budget Office, the Library Department developed a financial forecast that reflected a \$2.3 million operating deficit in FY 2027. Similar to the County and other local governments, the Library District property tax revenue growth rate has been sluggish due to declining high rise office property values in the downtown core, and a general lack of construction activity. In FY 2027, property tax revenue is forecasted to grow by 4.4% due to the return of Macadam Urban Renewal Area (URA) tax revenues, but underlying property tax growth remains below 3%.

On the expense side, personnel costs are a major driver of the Library's budget, and continue to escalate more quickly than revenues. Security costs are a relatively small but growing proportion of the total Library budget; these costs have doubled since FY 2019. A major new factor in the Library's deficit for FY 2027 is a spike in internal service costs related to the Multnomah County Library Capital Bond program investments. In FY 2027, with all library locations online for the first time since FY 2023, regular internal service rates for Facilities and Property Management have increased by over 14%, or \$2 million, from FY 2026. This impact

has long been anticipated but has been challenging to estimate and forecast accurately due to rate model changes and a lack of historical costs for new library buildings.

For FY 2027, the budget submission reflects keeping the current levy rate of \$1.22 flat for several reasons. The Library is poised to complete the bond program next year. Even with significant planning and forecasting efforts there are many unknowns in terms of service and cost implications related to this systemwide transformation. The Library anticipates an internal service rate increase, specifically for County IT, may impact FY 2028 budget planning and that staffing plan changes may be needed during the year. Given the potential FY 2028 internal service and personnel impacts that will become clearer throughout the course of next year, the Library's recommendation is to delay a rate increase in the levy rate until then.

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## Library Budget Balancing

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The Library Department developed a balanced FY 2027 requested budget submission with the following key criteria in mind:

- Minimize service level impacts to patrons
- Prioritize safety and security
- Reallocate resources to meet high priority public services staffing needs
- Ensure alignment with MCL service statement and priorities
- Avoid reductions with negative impact to equity commitments

In order to submit a balanced requested budget aligned with FY 2027 forecasted revenues, the Library has incorporated the following staffing reallocation package.

<b>FY 2027 Library Fund Reallocation - Identify Resources to Support Highest Priority Position Adds</b>				
<b>Division</b>	<b>Prog. #</b>	<b>Program Name</b>	<b>Library Fund</b>	<b>FTE</b>
Public Services	80020	Integrated Library Services	346,211	3.50
Department Administration	80017	Human Resources	(80,432)	(0.50)
Department Administration	80019	Marketing & Communications	(114,124)	(0.50)
Public Services	80022	Public Services Division Management	(142,160)	(1.00)
<b>Total</b>			<b>9,495</b>	<b>1.50</b>

Note: The amounts may be a subset of funds in a program offer.

- This staffing reallocation package adds 3.50 FTE Access Services Assistants in the Sort Center. Based on a recent time study, these entry level Public Services positions are required to support the holds, sort, materials movement, and processing functions for the centralized floating collection at the Operations Center.
- The cost of these positions is offset by reducing administrative positions in Human Resources (partial FTE reduction, vacant), Marketing and Communications (partial FTE reduction, filled), and Public Services Division Management (full FTE reduction, vacant).

In addition to the reallocations, the department incorporated the following reductions.

Library Fund - Reductions to Balance \$2.3 million Deficit				
Priority	Prog. #	Program Name	Brief Description	Library Fund
1	80022	Public Services Division Management	Transition to SOC and alarm monitoring for Central Library overnight security	(330,307)
2	80020	Integrated Library Services	E-book reduction to capture savings from FY 26 changes	(350,000)
3	80018	Library IT	Sunset mobile app exploration	(27,700)
4	80017 80020	Human Resources Integrated Services	Travel and training reduction	(20,000)
5	Multiple	Multiple	Materials and supplies reductions	(810,667)
6	80022	Public Services Division Management	Substitute staffing budget changes	(582,186)
7	80014	Library Facilities	DCA internal service changes	(159,615)
<b>Total</b>				<b>(2,280,475)</b>

- **Transitioning Central Library overnight security and alarm monitoring to Security Operations Center (80022)** and using the enhanced building alarm functionality and existing patrol resources allows the Library to adjust overnight contracted security officer coverage to align with needs based on data from Workplace Security. With the transition to patrol and alarm monitoring, the Library will retain 2.0 guards to be on site

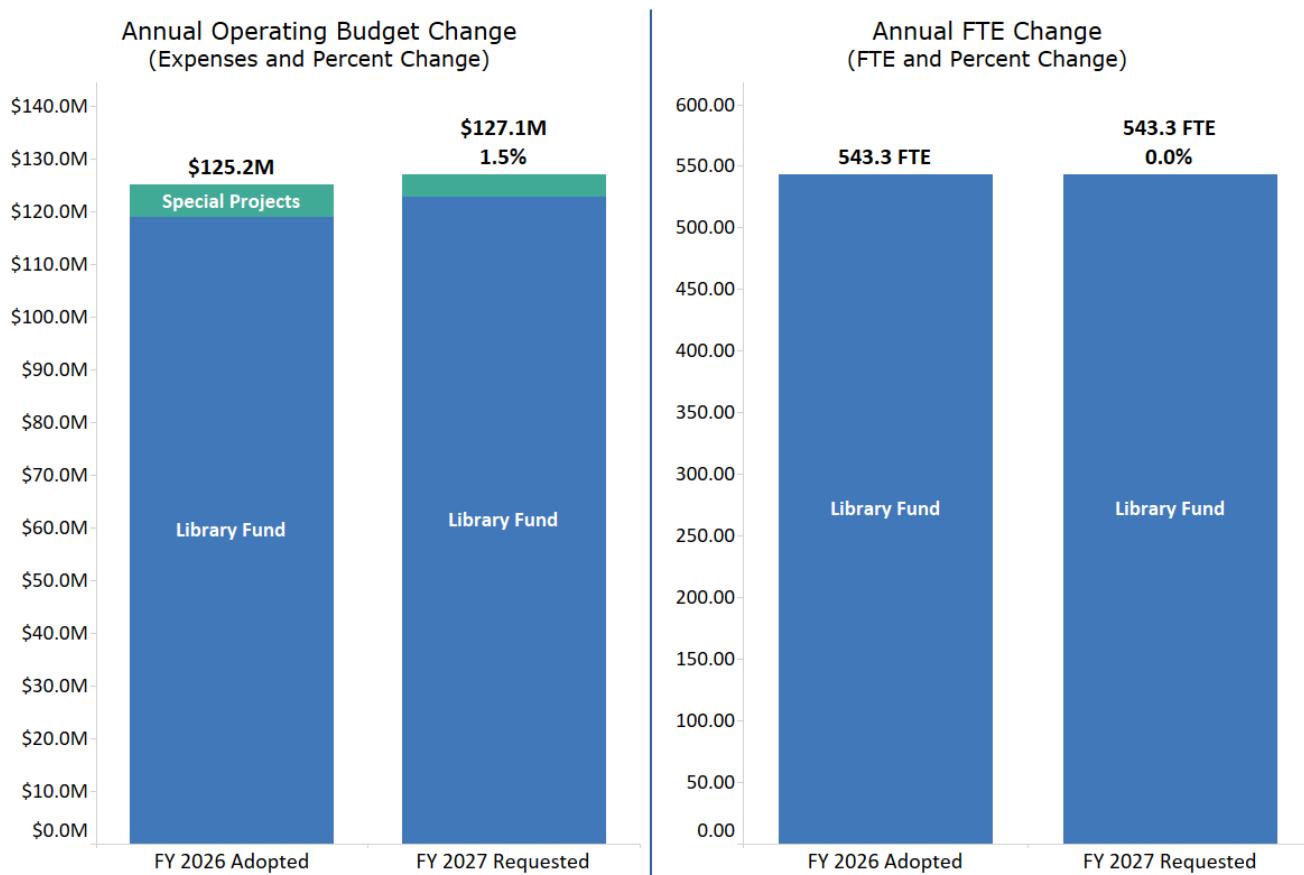
4-6 hours before open and 4 hours after closing from May to September. Open hours guard coverage will be set to 5.0 guards per open hour, seven days a week.

- **E-Book reduction to capture savings from FY 2026 changes (80020)** reduces the Library's book budget to capture higher-than-assumed cost savings as a result of previous change in maximum number of e-book holds from twenty to ten.
- **Sunset mobile app exploration (80018)** concludes early feasibility exploration of a new patron mobile app. The Library's website will continue to offer access to resources and is designed to be fully mobile responsive.
- **Travel and training reduction (80017, 80020)** for the second consecutive year, reduces the funding for conference, training, and professional development events. Remaining funding across the Library Department in FY 2027 is \$210k.
- **Materials and supplies reductions** encompasses reductions across all Library program offers based on review of prior year budget-to-actuals and direction to hold materials and supplies budgets flat or reduce wherever possible (\$660k). A further \$150k of materials, supplies, and extra hours reductions were made after evaluating patron impact, program capacity, and availability of external resources to provide support; \$80k of these reductions will later be augmented by Library Foundation support.
- **Substitute staffing budget changes (80022)** reflect an overall reduction to the substitute staffing budget, and a change to centralize this line item to monitor it more effectively.
- **DCA Internal Service Charges (80014)** changes are primarily the result of ending a leased space agreement with Facilities & Property Management at the Prophet Center.

## Library Fund and FTE Summary

The Library Fund increased \$1.9 million or 1.5% over the FY 2026 Adopted budget.

- Excluding the Library Special Projects subfund (representing one-time only spending), the Library Fund increased by \$3.9 million, or 3.2%, over the FY 2026 Adopted budget.
- The FY 2026 Adopted budget is inclusive of annual Library Foundation revenues that have not yet been reflected in the FY 2027 requested budget.
- The Library Special Projects subfund decreased \$2.0 million from the FY 2026 Adopted budget due to the differing mix of time-limited projects and positions reflected there.



FY 2026 Adopted Budget to FY 2027 Requested Budget - Library			
	FY 2026 Adopted Budget	FY 2027 Requested Budget	Variance
Personnel Services	78,183,942	81,393,980	3,210,038
Contractual Services	4,610,192	4,107,129	(503,063)
Materials & Supplies	13,271,399	11,111,423	(2,159,976)
Internal Services	27,690,556	30,112,286	2,421,730
Capital Outlay	1,467,500	350,000	(1,117,500)
<b>Total Operating Budget</b>	<b>125,223,589</b>	<b>127,074,818</b>	<b>1,851,229</b>
Contingency (All Funds)	0		0
Internal Cash Transfers	0		0
Unappropriated Balances (Reserves)	0		0
<b>Total Budget</b>	<b>125,223,589</b>	<b>127,074,818</b>	<b>1,851,229</b>
FTE	543.30	543.30	0.00

## Fund Summary

The chart below shows the Library Fund budget over time. The FY 2027 information is the requested budget; prior years are the Adopted budgets. Beginning in FY 2024 the Library introduced the Library Special Projects subfund and program offer to reflect one-time-only spending, but some one-time costs were not fully transitioned (e.g. limited duration positions) over until FY 2026.

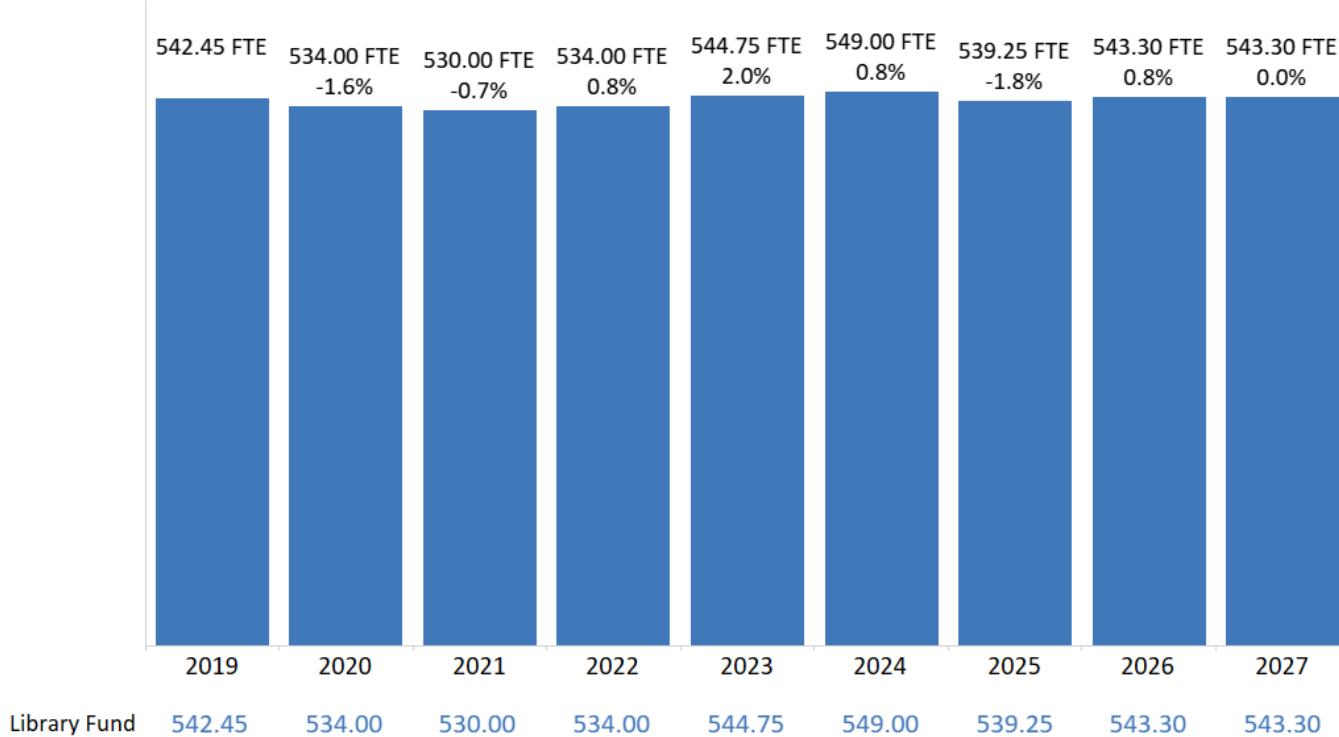
Library Trend: FY 2019 Adopted - FY 2027 Requested Budget



## FTE History

The FY 2027 requested budget will maintain a flat FTE count of 543.3 FTE as compared to the FY 2026 Adopted budget. Inclusive of the 1.50 FTE funded by The Library Foundation (TLF) and incorporated via amendment each spring, the Library Department FTE will increase to 544.8 FTE in FY 2027.

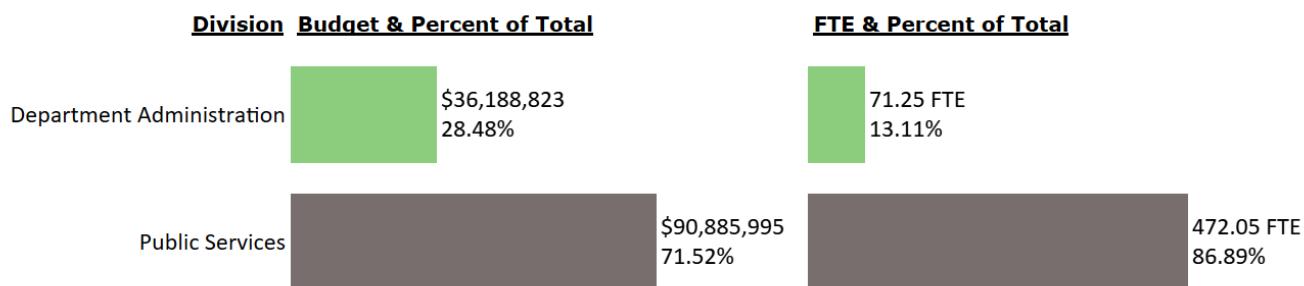
The graphic below shows changes in FTE over time. Library Department staffing levels have generally been stable with minor fluctuations over the last several years. The change in FTE between FY 2019 and FY 2021 was related to pandemic-era service realignments, while the change in FY 2025 was related to a full shift from library safety staff to contracted security. Shifts upward in FY 2026 and FY 2027 (post-amendment) reflect increases and underlying staff reallocations to align with the Future Staffing Plan.

**Significant Fund FTE Trend: FY 2019 Adopted - FY 2027 Requested Budget**


## Division Overview

### Budget by Division

The graphs below show a breakdown of the Library Department's requested operating budget and FTE by division. Special Projects one-time-only spending is included in the Department Administration division.



## Public Services Division

The Public Services Division is responsible for delivering library services directly to patrons in library spaces and in the community. This division manages daily library operations, including direct patron support, circulation, reference, and public technology access. It also develops and implements programming, engagement, and outreach, focusing on literacy, educational events, services for homebound patrons, and community partnerships. Lastly, Public Services oversees the selection, acquisition, cataloging, processing, and maintenance of the Library's large physical and digital collections. Division management functions oversee security and staffing levels for all public services.

The Library's Public Services Division is guided by the following outcomes:

- Outcome 1: Community members have positive experiences with library staff, spaces, materials, and services.
- Outcome 2: Community members will have access to public, popular, and personal opportunities for lifelong learning, contributing to improved educational outcomes for learners of all ages.
- Outcome 3: Community members will experience respectful and welcoming spaces that reflect our diverse and multicultural community.
- Outcome 4: Community members have access to technology assistance, computers, equipment, and internet services to use and create using technology.

## Administration Division

The Library Administration Division is the essential infrastructure and support for Multnomah County Library. This vital, multi-faceted division includes executive leadership, strategic direction, and policy development. Key functions include fiscal management (budgeting, procurement, contracts); maintaining the physical environment (facilities, logistics); human resources (recruitment, training, benefits); maintaining a robust technological framework (website, software solutions, digital services); managing public image and engagement (marketing/communications); and administrative oversight for extensive bond program building and renovation projects.

The Library's Administration Division is guided by the following outcomes:

- Outcome 1: The Library adapts, evolves, and communicates about library services in a way that is responsive to the community.

- Outcome 2: Library operations are supported by effective resource and asset management ensuring sustainable, long-term community access to library services.
- Outcome 3: Library patrons receive excellent, culturally responsive customer service from a well-trained, diverse staff.

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## Homelessness Response Action Plan (HRAP)

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In the summer of 2024, Multnomah County and the City of Portland launched the Homelessness Response System (HRS) and the [Homelessness Response Action Plan](#) (HRAP), a strategic reset of the community's response to homelessness.

FY 2027 HRAP-Related Program Offers and HRAP Funding					
Prog. #	Program Name	FY 2027 Constraint General Fund	FY 2027 Other Funds (not SHS)	FY 2027 SHS Funding	Total HRAP Related Funding*
80001	Mental health and peer support specialists at Central Library		312,003		312,003
<b>Total</b>		<b>0</b>	<b>312,003</b>	<b>0</b>	<b>312,003</b>

\* HRAP investment may only represent a portion of the total program offer budget.

- 80001 Central Library program offer includes funding for 1.0 qualified mental health professional and 2.0 peer support specialists with the goal of promoting library access, de-escalation, and support and referral services for library patrons.
- This connects to HRAP Focus Area 2: Safety on and off the Streets, by connecting people experiencing homelessness to support services and resources.
- FY 2026 goals are for 2,250+ individuals to receive clinical or peer support services. FY 2027 contracted service goals are still in development.

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## Voter Initiatives - Library Capital Bond

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In 2020, voters approved Measure 26-211, authorizing the County to issue general obligation bonds to finance capital costs for updating, renovating, constructing, and refreshing libraries across the County. Bond-funded construction projects are moving forward as planned,

delivering on the Library's commitment to the community. Bond-funded projects will be completed in FY 2027.

In FY 2026, the Library proudly opened Albina, North Portland, and Northwest libraries. It also completed renovations at Kenton, Hollywood, Rockwood, Sellwood-Moreland, and Woodstock libraries and opened a St. Johns Holds Pickup location to provide continuity of library services to that community. Later this spring and summer, the Library will celebrate the openings of East County, Belmont, and St. Johns libraries, fulfilling the promises made when voters approved the 2020 Capital Bond.

The following table shows the *Library Department* program offer with FTE that are supported by Capital Bond funding. Library Capital Bond funding is budgeted in the Department of County Assets.

FY 2027 Voter Initiative - Library Bond				
Prog. #	Program Name	FY 2026 Adopted LIB Bond Funds	FY 2027 Requested LIB Bond Funds	FY 2027 FTE
80024	Library Building Bond Administration	0	0	6.00
<b>Total</b>		<b>0</b>	<b>0</b>	<b>6.00</b>

- 80024 Library Building Bond Administration includes 6.00 FTE. These are Library Department FTE that are fully funded by Program #78228A - Library Capital Bond Construction. These staff members support the Library Capital Bond program administration as library representatives, ensuring the needs of the library and patrons are reflected in project design, implementation, and community outreach.

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## Other Significant Issues

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### Launching a modernized library system

In FY 2027, the Library will present the community with a modernized library system. All libraries will be back online and operating at full capacity for the first time since FY 2023. With the modernization comes new spaces and new technology, features that will be fully tested upon implementation, including:

- Opening East County Library with amenities the Library has not previously offered: Audiovisual Studio, Creative Learning Space, Auditorium and Rooftop spaces.
- The automated materials handling system and new materials management software will be fully implemented across the library system.

At the same time the Library is introducing unique spaces and services, it will be operationalizing its new staffing plan, including a new approach to substitute staffing. For the past several years, there has been some flexibility with staffing due to several locations being closed for upgrades or construction. The ability to be flexible with staff assignments based on operational needs will end in FY 2027. A new Location Substitute Staffing Team (LSST) was designed to allow libraries to meet minimum staffing requirements and continue operating without interruption, even with same-day absences.

Library leadership has prepared for this moment of launching a fully modernized library system with years of planning in order to build a strong foundation. Because this is the first time the Library has managed these new spaces, services and technologies, the Library will be learning along the way. Library leadership will monitor operations closely to gain insights, learning and adapting as needed.

## Balancing Library access with safety and security

Multnomah County Library is one of our community's last free public spaces welcoming thousands of visitors each day. The Library must balance access to library services with the need to maintain safety in its spaces. The Library prioritizes security and safety and collaborates closely with County Workplace Security, Department of Community Justice, Multnomah County Sheriff's Office, and contracted private security. Measures taken in the past year to improve security and safety include adding supervisors, development of a new incident tracking software, installing vapor sensors, and partnering with community safety and behavioral health providers.

The Library welcomes everyone in the community, including those experiencing housing instability and who are unhoused, providing essential services and resources. To further support patrons with additional needs, the FY 2027 budget submission includes the continuation of the Peer Support Specialist Program at Central Library. This collaborative effort with the Behavioral Health and Homeless Services Departments contracts with individuals with lived experience in mental health, substance use, and/or houselessness who use de-escalation and harm reduction approaches to help at-risk populations successfully use library services.

## Structural operating deficit

The Library Department faces a structural operating deficit, with the pace of expenses, especially personnel, expected to exceed the stable but constrained growth of dedicated property taxes over a long period.

- When the Library District was first established in 2012, it was envisioned to provide stable funding for the Library for 10 years. FY 2027 will be the 15th year of the Library District.
- Library financial policies and budget practices are geared toward fiscal prudence and long-term management, but eventually the Library will experience an inflection point where year-over-year service level reductions will be required to balance the budget.
- Multiple years of higher-than-typical inflation and cost of living adjustments in recent history have combined with slowing property tax revenues which has created a challenging financial landscape for the Library and other local governments.
- These factors were not foreseeable at the time of the 2020 Capital Bond passage, but have coincided with the modernization program and associated additional operating costs, which has put additional pressure on the Library budget.

The Library has not yet reached its maximum tax levy rate of \$1.24, and is recommending to delay proposing an increase until FY 2028 when post-bond operating costs are in clearer focus.

There is not an imminent risk to overall library services in the near term, but discussions about the long-term funding strategy for the Library Department are warranted, especially if property tax revenue growth is expected to remain slow.

## Future bond

Multnomah County Library is nearing several major milestones, specifically the openings of the East County, Belmont, and St. Johns libraries. In FY 2027 all library buildings will be fully open and operational, successfully achieving the goals of the 2020 Multnomah County Library Capital Bond and fulfilling its promise to taxpayers for expanded spaces.

The community is using these new library spaces as evidenced by door counts at the new libraries, which in some cases are two or three times higher than previous visit numbers. The Library has also seen high utilization of its new community room reservation system and the rooms themselves.

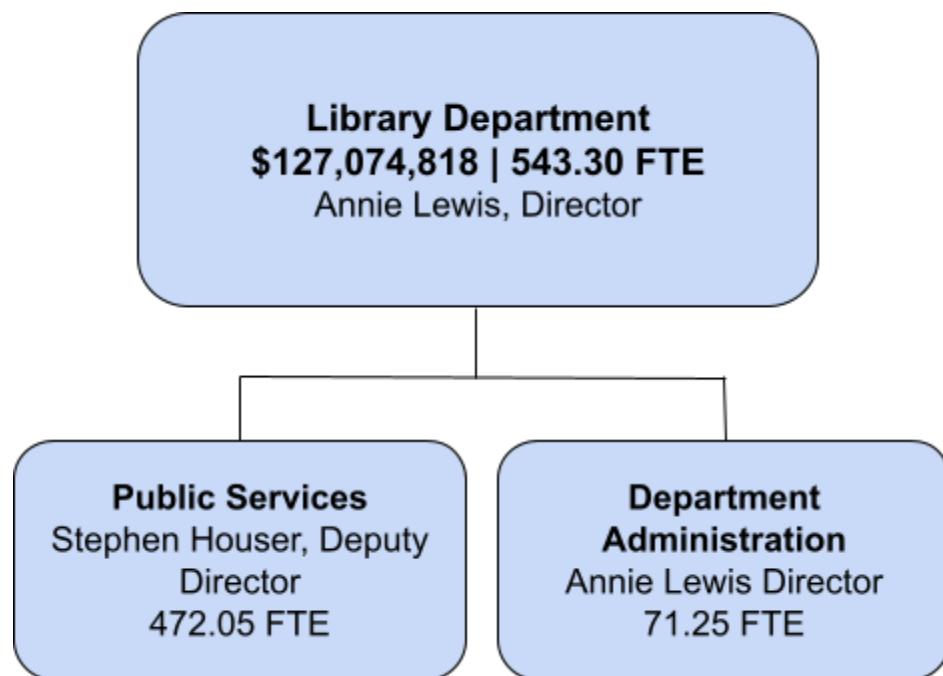
The 2020 Multnomah County Library Capital Bond was based on the [Framework for Future Library Spaces](#), developed from extensive research and community engagement. While the initial chapter of this work is concluding, accountability to the original Framework and the larger vision for Future Library Spaces continues. The necessary work to carry this vision forward is beginning, including reviewing and updating the Framework to assess current and future community needs and expectations.

This research and assessment are necessary to establish the next steps of the original vision and evaluate the possibility of a future bond measure. This includes careful consideration of building operating costs. The Library is embarking on a lengthy process, and no recommendations about a future bond will be made for several months.

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## Division Level Organization Chart

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<b>Average Span by Division as of 12/1/25</b> <i>(all employee types except contractors &amp; volunteers)</i>		
<b><i>Division</i></b>	<b># of Supervisors</b>	<b>Average Span - All EE Types</b>
Library Department Administration	15	5.40
Library Public Services	57	11.54
<b>Grand Total</b>	<b>72</b>	<b>10.26</b>

<b>Average Span by Division as of 12/1/25</b> <i>(Regular and LDA only)</i>		
<b><i>Division</i></b>	<b># of Supervisors</b>	<b>Average Span - Regular, LDA only</b>
Library Department Administration	15	4.93
Library Public Services	57	10.44
<b>Grand Total</b>	<b>72</b>	<b>9.29</b>

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## Appendix A: Supplemental Information

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### Equity Positions and Related Funding

FY 2027 Equity Budget - Library Department				
Prog. #	Program Name	Equity JCN & Position Title or Budget Category	Total Equity Funding*	FTE
80010	Library Director's Office	9715—Equity & Inclusion Manager 9748—Equity & Inclusion Analyst	473,243	2.00
80017	Human Resources	Systemwide travel and training for culturally specific conferences	45,000	0.00
<b>Total</b>			<b>518,243</b>	<b>2.00</b>

\* Funding is the FY 2027 requested budget. Equity investment may only represent a portion of the total program offer budget.

### FTE by Bargaining Unit - Requested Budget

Nonrep/ Rep	Bargaining Unit	FY 2026 Adopted FTE	FY 2027 Requested Budget FTE	+/-	% Change
Rep	AFSCME Local 88	451.30	451.30	0.00	0.0%
Nonrep	Mgmt/Exec Employee	92.00	92.00	0.00	0.0%
<b>Total</b>		<b>543.30</b>	<b>543.30</b>	<b>0.00</b>	

*Note: An additional 1.50 FTE (AFSCME Local 88) will be added in FY 2027 via amendment. These FTE are funded by The Library Foundation, and are incorporated later in the budget process when funding guarantees are set.*

## Appendix B: Countywide Strategic Plan

The table below shows the countywide Strategic Plan's Focus Areas and Outcomes that the department is directly responsible for collecting, tracking, and reporting data for measurement and analysis.

<b>Focus Area 3: Strengthen Community Vitality and Resilience</b>		<b>Division (when applicable)</b>
Outcome 2	Multnomah County is a diverse and thriving community through economic vitality	Library
<b>Focus Area 4: Be Accountable, Collaborative and Transparent</b>		
Outcome 1	Multnomah County builds public trust through transparent, reliable, data-driven decisions and leadership in fiscal stewardship	Library
Outcome 2	Diverse community contracts and partnerships	Library
<b>Focus Area 6: Invest in Our Future</b>		
Outcome 1	A unified, equitable and effective youth and family system	Library

## Appendix C: Program Offer Table

List of Program Offers - Library Department					
		Requested Budget		Reductions included in Requested Budget	
Prog. #	Program Name	Library Fund	Total FTE	Library Fund	Total FTE
<b>Department Administration</b>					
80010	Library Director's Office	3,258,392	14.00		
80012	Business Services	1,994,510	8.00		
80014	Facilities and Logistics	7,693,834	10.00	(159,615)	
80017	Human Resources	3,763,076	17.25		
80018	IT Services	12,837,433	5.00	(27,700)	
80019	Marketing and Communications	2,388,652	11.00		
80024	Library Building Bond Administration	0	6.00		
80025	Library Special Projects	4,252,926	0.00		
<b>Total Department Administration</b>		<b>36,188,823</b>	<b>71.25</b>	<b>(187,315)</b>	<b>0</b>
<b>Public Services</b>					
80001	Central Library	10,855,193	64.25		
80002	North and Northeast County Libraries	11,901,773	72.25		
80003	West and South County Libraries	10,758,154	64.25		
80004	Mid County Libraries	11,269,238	67.50		
80005	East County Libraries	11,806,583	67.25		
80006	Youth Development	1,494,944	6.25		
80007	Community Information	2,067,579	14.50		
80020	Integrated Library Services	17,020,797	56.25	(350,000)	
80022	Public Services Division Management	8,177,990	31.00	(912,493)	
80023	Community Engagement and Partnerships	1,831,657	10.00		
80026	Library Events and Reader Services	3,702,087	18.55		
<b>Total Public Services</b>		<b>90,885,995</b>	<b>472.05</b>	<b>(1,262,493)</b>	<b>0</b>
<b>Department-Wide Reductions</b>				<b>(830,667)</b>	
<b>Total Library Department</b>		<b>127,074,818</b>	<b>543.30</b>	<b>(2,280,475)</b>	<b>0</b>

This table includes cash transfers, contingencies, and unappropriated balances.

Appendix D - Department Operating Expenditure Ledger Account Year-Over-Year Comparison

Ledger Account	General Fund			Other Funds			Total		
	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Requested	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Requested	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Requested
60000 - Permanent				37,303,190	40,598,609	43,973,901	37,303,190	40,598,609	43,973,901
60100 - Temporary				1,580,208	4,677,243	2,539,774	1,580,208	4,677,243	2,539,774
60110 - Overtime				183,258	30,100	19,900	183,258	30,100	19,900
60120 - Premium				703,713	738,859	804,741	703,713	738,859	804,741
60130 - Salary Related				14,575,185	16,965,537	18,516,673	14,575,185	16,965,537	18,516,673
60135 - Non Base Fringe				460,408	60,000	27,764	460,408	60,000	27,764
60140 - Insurance Benefits				13,342,676	14,913,594	15,506,811	13,342,676	14,913,594	15,506,811
60145 - Non Base Insurance				337,934	200,000	4,416	337,934	200,000	4,416
60160 - Pass-Through & Program Support				65,652	0		65,652	0	
60170 - Professional Services				3,110,847	4,610,192	4,107,129	3,110,847	4,610,192	4,107,129
60190 - Utilities				66	0		66	0	
60200 - Communications				48,162	48,940		48,162	48,940	
60210 - Rentals				264,518	251,299	282,333	264,518	251,299	282,333
60220 - Repairs & Maintenance				2,156	4,185	4,185	2,156	4,185	4,185
60240 - Supplies				1,989,482	2,706,787	1,335,851	1,989,482	2,706,787	1,335,851
60245 - Library Books & Materials				7,240,910	7,357,787	6,889,000	7,240,910	7,357,787	6,889,000
60246 - Medical & Dental Supplies				385	0		385	0	
60260 - Training & Non-Local Travel				224,131	332,247	216,887	224,131	332,247	216,887
60270 - Local Travel				11,863	20,515	21,615	11,863	20,515	21,615
60290 - Software, Subscription Computing, Maintenance				1,411,439	2,385,574	2,293,250	1,411,439	2,385,574	2,293,250
60310 - Pharmaceuticals				1,172	0		1,172	0	
60320 - Refunds				202	0		202	0	
60340 - Dues & Subscriptions				1,003,336	164,065	68,302	1,003,336	164,065	68,302
60350 - Indirect Expense				2,813,800	3,275,404	3,035,996	2,813,800	3,275,404	3,035,996
60370 - Internal Service Telecommunications				419,470	479,786	447,124	419,470	479,786	447,124
60380 - Internal Service Data Processing				8,435,414	9,591,479	10,104,127	8,435,414	9,591,479	10,104,127
60411 - Internal Service Fleet Services				238,887	183,314	210,176	238,887	183,314	210,176
60412 - Internal Service Motor Pool				1,803	1,160	1,595	1,803	1,160	1,595
60430 - Internal Service Facilities & Property Management				11,323,123	11,346,647	12,962,092	11,323,123	11,346,647	12,962,092
60432 - Internal Service Enhanced Building Services				881,535	2,201,688	2,627,670	881,535	2,201,688	2,627,670
60435 - Internal Service Facilities Service Requests				560,126	447,520	562,082	560,126	447,520	562,082
60440 - Internal Service Other				1,484	200		1,484	200	
60461 - Internal Service Distribution				8,572	9,100	8,173	8,572	9,100	8,173
60462 - Internal Service Records				138,510	154,258	153,251	138,510	154,258	153,251
60550 - Capital Equipment - Expenditure				1,200,000	1,467,500	350,000	1,200,000	1,467,500	350,000
60680 - Cash Discounts Taken				(15,867)	0		(15,867)	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>109,867,750</b>	<b>125,223,589</b>	<b>127,074,818</b>	<b>109,883,617</b>	<b>125,223,589</b>	<b>127,074,818</b>

This table does not include cash transfers, contingencies, and unappropriated balances.