



CITY OF OREGON CITY

LIBRARY BOARD - REGULAR MEETING

AGENDA

Conference Room (2nd Floor), Oregon City Public Library, 606 John Adams St, Oregon City

Wednesday, March 22, 2023 at 5:45 PM

Remote attendance for this meeting is available via Zoom; please contact Denise Butcher (dbutcher@orccity.org) for the meeting link.

CALL TO ORDER

ROLL CALL

LIBRARY DIRECTOR'S REPORT

1. The Library Director will share his March 2023 report and Library statistics.

PUBLIC COMMENTS

DISCUSSION ITEMS

2. Review of Draft Unincorporated Survey
3. Review and discussion of 2023 Community Survey (City)
4. 2023/25 Budget Process Update

COMMUNICATIONS

ADJOURNMENT

PUBLIC COMMENT GUIDELINES

When a public comment period is included on a meeting agenda, members of the public are allowed up to three minutes to address the Library Board on any topic. Members of the Library Board do not generally engage in dialogue with those making comments but may refer any questions or issues raised to the Library Director. Any written comments or materials must be provided to the Library Operations Manager at least 48 hours prior to the meeting; please contact Denise Butcher (dbutcher@orccity.org, 503-657-8269, x1028) for more information.

ADA NOTICE

The location is ADA accessible. Individuals requiring hearing devices or other assistance must make their request known 48 hours preceding the meeting by contacting Denise Butcher, Library Operations Manager (dbutcher@orcify.org, 503-657-8269, x1028.).

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Regular meetings and work sessions of the full Library Board are generally streamed live on Oregon City's website at www.orcity.org and available on demand following the meeting. Most meetings of the full Library Board may also be viewed on Willamette Falls Television channel 28 as a rebroadcast; please contact WPMC at 503-650-0275 for a programming schedule. Meetings of Library Board committees are generally not streamed/rebroadcast.

Oregon City Public library
Monthly Statistical Report
Reporting period: **February, 2023**

	Current Month	FY 22/23 YTD	Last Month	Same Month Last FY	FY 21/22 YTD
PATRON STATISTICS					
New Patron Registrations	286	2,314	349	230	1,654
Total Registered Patrons	16,931	16,931	16,658	17,059	17,059
Library Visitors (Ins)	11,680	94,691	12,512	8,926	8,926
Library Visitors (Outs)	11,478	92,992	12,207	8,725	8,725

CIRCULATION (includes 1st-time circ and renewals)

Adult materials	14,010	114,505	14,650	13,293	109,623
YA materials	1,590	16,168	1,950	1,596	16,139
Children's materials	16,893	143,289	18,820	15,461	126,964
Electronic materials	6,227	51,368	7,041	5,360	43,906
Total Circulation	38,720	325,330	42,461	35,710	296,632
1st Time Circulation (Physical)	21,513	178,532	24,123	20,459	168,906
1st Time Circulation (Self-Check)	20,275	169,015	22,849	19,434	160,781
	94.2%	94.7%	94.7%	95.0%	95.2%
Holds received from other libraries	11,723	98,541	12,818	11,843	97,530
Holds sent to other libraries	10,725	91,317	11,911	10,510	92,556
	52.2%	51.9%	51.8%	53.0%	51.3%
	47.8%	48.1%	48.2%	47.0%	48.7%

CIRCULATION DEMOGRAPHICS

Borrowers - City Residents	1,657	58.2%	n/a	1,657	57.0%	1,297	56.2%	n/a
Borrowers - Unincorporated Residents	982	34.5%	n/a	1,024	35.2%	808	35.0%	n/a
Borrowers - Other	208	7.3%	n/a	228	7.8%	203	8.8%	n/a
Service Area Pop - City	37,737	61.7%	n/a	37,737	61.7%	35,885	58.5%	n/a
Service Area Pop - Unincorporated	23,424	38.3%	n/a	23,424	38.3%	25,426	41.5%	n/a

TECHNOLOGY

Internet Sessions	626	5,385	702	580	4,023
WiFi Sessions	1,101	7,459	1,006	656	4,239

SOCIAL MEDIA / EMAIL

Facebook followers	4,411	n/a	4,392	3,967	n/a
Instagram followers	2,141	n/a	2,098	1,919	n/a
Twitter followers	942	n/a	943	949	n/a
YouTube subscribers	359	n/a	355	220	n/a
YouTube unique viewers	391	n/a	405	1,957	n/a
YouTube views	524	4,781	636	2,234	5,685
Email newsletter subscribers	4,930	n/a	4,884	4,387	n/a

See monthly Hootsuite report for additional social media statistics

FINANCIAL

See monthly Budget to Actual report

ELECTRONIC RESOURCES

Kanopy plays	218	2,121	215	480	4,075
Kanopy cost	\$ 260	\$ 2,307	\$ 284	\$ 450	\$ 3,945
Kanopy average cost/play	\$ 1.19	\$ 1.09	\$ 1.32	\$ 0.94	\$ 0.97

SERVICE DESK INQUIRIES

Ready Reference	248	5,777	760	629	5,742
Reference	45	859	138	147	1,219
Technology Assistance	95	1,320	160	202	2,694

FACILITIES

Conference Room - Bookings	35	330	42	-	-
Conference Room - Hours Available	210	1,814	227	-	-
Conference Room - Hours Booked	54	544	68	-	-
Conference Room - Occupancy Pctg	25.7%	30.0%	30.0%	0.0%	0.0%

Key									
Required data for preparation of annual state statistics									
Optional data for internal library use									
DATE	TITLE	PRIMARY AUDIENCE	PRIMARY FORMAT	ATTENDANCE/PARTICIPATION			Total	HYBRID BREAKDOWN	
				Kids	Teens	Adults		In-person	Online
1/2/2023	Meditation	Ages 19 and older	Live/Hybrid-Onsite			15	15	12	3
1/3/2023	Genealogy	Ages 19 and older	Live/Hybrid-Onsite						
1/4/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	16	0	15	31		
1/4/2023	Art Lab	Ages 6-11	Live/Hybrid-Onsite	20		9	29		
1/4/2023	Switch Lounge	Ages 12-18	Live/Hybrid-Offsite		0				
1/5/2023	Elevated Readers Discussion	Ages 19 and older	Live/Hybrid-Onsite			22	22	18	4
1/5/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	15		13	28		
1/7/2023	Soup Night - RESCHEDULED	Ages 19 and older	Live/Hybrid-Onsite						
1/9/2023	BAM LEGO	Ages 19 and older	Live/Hybrid-Onsite			42	42		
1/9/2023	BAM Matinee Movie	Ages 19 and older	Live/Hybrid-Onsite			29	29		
1/9/2023	BAM Academy	Ages 19 and older	Live/Hybrid-Onsite			17	17		
1/9/2023	Meditation	Ages 19 and older	Live/Hybrid-Onsite			22	22	19	3
1/10/2023	Oregon City Writer's Group	Ages 19 and older	Live/Hybrid-Onsite			7	7	6	1
1/11/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	14		15	29		
1/11/2023	Switch Lounge	Ages 12-18	Live/Hybrid-Onsite		8				
1/12/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	17		14	31		
1/14/2023	LEGO Lab (10:30)	Ages 6-11	Live/Hybrid-Onsite	18		15	33		
1/14/2023	LEGO Lab (11:30)	Ages 6-11	Live/Hybrid-Onsite	12		8	20		
1/14/2023	LEGO Lab (10:30)	Ages 6-11	Live/Hybrid-Onsite	18		12	30		
1/14/2023	LEGO Lab (11:30)	Ages 6-11	Live/Hybrid-Onsite	14		10	24		
1/15/2023	Adult January Craft Kits	General Interest	Self-Directed			50	50		
1/15/2023	B.A.M. January Craft Kits	General Interest	Self-Directed			20	20		
1/15/2023	Kids January Craft Kits	General Interest	Self-Directed	73			73		
1/15/2023	Teen January Craft Kits	General Interest	Self-Directed		40		40		
1/18/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	12		11	23		
1/18/2023	BAM Trivia	Ages 19 and older	Live-Virtual ONLY			24	24		24
1/18/2023	Switch Lounge	Ages 12-18	Live/Hybrid-Offsite		5				
1/19/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	11		9	20		
1/21/2023	Art Gym	Ages 19 and older	Live/Hybrid-Onsite			5		5	
1/21/2023	Stafford Poetry	Ages 19 and older	Live/Hybrid-Onsite			11	11	5	6
1/22/2023	Chess Club	General Interest	Live/Hybrid-Onsite						
1/23/2023	Meditation	Ages 19 and older	Live/Hybrid-Onsite			23	23	18	5
1/24/2023	A.M. Bookchat	Ages 19 and older	Live/Hybrid-Onsite			4	4	4	
1/24/2023	Homeschool Meetup	Ages 6-11	Live/Hybrid-Onsite	9		5	14		
1/24/2023	OC Writers Group	Ages 19 and older	Live/Hybrid-Onsite			8		8	
1/25/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	11		10	21		
1/25/2023	Switch Lounge	Ages 12-18	Live/Hybrid-Onsite						
1/26/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	11		9	20		
1/29/2023	Chess Club	General Interest	Live/Hybrid-Onsite	3	2	13	18		
1/30/2023	Meditation	Ages 19 and older	Live/Hybrid-Onsite			17	17	12	5
				274	55	484	787	107	51

Key									
	Required data for preparation of annual state statistics								
	Optional data for internal library use								
DATE	TITLE	PRIMARY AUDIENCE	PRIMARY FORMAT	ATTENDANCE/PARTICIPATION			Total	HYBRID BREAKDOWN	
				Kids	Teens	Adults		In-person	Online
2/1/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	10		12	22		
2/1/2023	Art Lab (2:30)	Ages 6-11	Live/Hybrid-Onsite	8		5	13		
2/1/2023	Art Lab (3:15)	Ages 6-11	Live/Hybrid-Onsite	10		7	17		
2/1/2023	Oregon Black Pioneers	Ages 19 and older	Live/Hybrid-Onsite	1		52	53	32	21
2/2/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	10		9	19		
2/4/2023	Art Gym								
2/4/2023	Soup Night								
2/4/2023	Art Gym	Ages 19 and older	Live/Hybrid-Onsite			12	12	12	
2/4/2023	Soup Night	Ages 19 and older	Live/Hybrid-Onsite			35	35	35	
2/6/2023	Meditation								
2/6/2023	Meditation	Ages 19 and older	Live/Hybrid-Onsite			9	9	8	1
2/7/2023	Oregon City Writer's Group	Ages 19 and older	Live/Hybrid-Onsite			5	5	5	
2/7/2023	Genealogy	Ages 19 and older	Live/Hybrid-Onsite			8	8	8	
2/8/2023	BAM Trivia	Ages 19 and older	Live-Virtual ONLY			17	17		17
2/10/2023	Stuffie Sleepaway Camp	Ages 0-5	Live/Hybrid-Onsite	41					
2/11/2023	LEGO Lab (10:30)	Ages 6-11	Live/Hybrid-Onsite	17		14	31		
2/11/2023	LEGO Lab (11:30)	Ages 6-11	Live/Hybrid-Onsite	18		11	29		
2/13/2023	BAM LEGO	Ages 19 and older	Live/Hybrid-Onsite			23	23	23	
2/13/2023	BAM Movie	Ages 19 and older	Live/Hybrid-Onsite			20	20	20	
2/13/2023	Meditation	Ages 19 and older	Live/Hybrid-Onsite			12	12	11	1
2/16/2023	Salem HS Field Trip	Ages 12-18	Live/Hybrid-Onsite		20	3	23		
2/17/2023	Salem HS Field Trip	Ages 12-18	Live/Hybrid-Onsite		20	3	23		
2/19/2023	Adult February Craft Kits	General Interest	Self-Directed			50	50		
2/19/2023	B.A.M. February Craft Kits	General Interest	Self-Directed			20	20		
2/19/2023	Kids February Craft Kits	General Interest	Self-Directed	71			71		
2/19/2023	Teen February Craft Kits	General Interest	Self-Directed		43		43		
2/21/2023	Oregon City Writer's Group	Ages 19 and older	Live/Hybrid-Onsite			4	4	4	
2/22/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite	17		12	29		
2/22/2023	Switch Lounge	Ages 12-18	Live/Hybrid-Onsite						
2/23/2023	Storytime	Ages 0-5	Live/Hybrid-Onsite						
2/26/2023	Chess Club	General Interest	Live/Hybrid-Onsite	6		26	32	32	
2/27/2023	BAM Movability	Ages 19 and older	Live/Hybrid-Onsite			21	21	21	
2/27/2023	BAM Academy	Ages 19 and older	Live/Hybrid-Onsite			18	18	18	
2/28/2023	A.M. Bookchat	Ages 19 and older	Live/Hybrid-Onsite			0	0	0	
		34		209	83	408	659	229	40

Library Board Report

Feb 01 - Feb 28, 2023

f Fans 4K fans	f New Fans 10 new fans	f Posts 51 posts	f Engagement > Type Item #1. Reactions 339 Comments 21 Shares 20
f Post Reach 19K users	f Top posts > Reach 0 Oregon City Public Library Feb 11, 17:30 A Stuffle Sleepover Camp update! 41 campers came to the library yesterday for an overnight stay. Some were nervous as they 2645 users	0 Oregon City Public Library Feb 13, 21:28 (Post with no description) 1245 users	0 Oregon City Public Library Feb 11, 20:01 Our librarians send us pictures of libraries while on their vacations. Can you guess which library this is? 914 users
f Post Likes 335 likes	f Top posts > Reactions 0 Oregon City Public Library Feb 11, 17:30 A Stuffle Sleepover Camp update! 41 campers came to the library yesterday for an overnight stay. Some were nervous as they 105 reactions	0 Oregon City Public Library Feb 06, 22:03 Come check out our Blind Date with a Book and Black History Month displays upstairs! 48 reactions	0 Oregon City Public Library Feb 06, 22:03 Come check out our Blind Date with a Book and Black History Month displays upstairs! 48 reactions
@ Followers 2.1K followers	@ New followers 45 followers	@ Profile visits 218 views	@ Website clicks 21 website taps
@ Posts 80 posts	@ Top Posts > Reach 0 oregoncitylibrary Feb 02, 00:07 Bring your favorite stuffed friend to the library on Friday, February 10 for a Stuffle Sleep Away Camp! Your stuffie will spend the 840 users	0 oregoncitylibrary Feb 11, 17:30 A Stuffle Sleepover Camp update! 41 campers came to the library yesterday for an overnight stay. Some were nervous as they 569 users	0 oregoncitylibrary Feb 27, 21:30 Art Lab Dinosaur Sculptures Wednesday, March 1, 2023 Register at go.lincc.org/ockidart We provide the 398 users

Post engagement

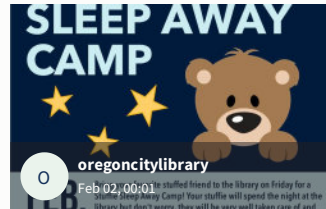
385
engagements

Top posts > Likes



A Stuffed Sleepover Camp update! 41 campers came to the library yesterday for an overnight stay. Some were nervous as they

82 likes



Bring your favorite stuffed friend to the library on Friday, February 10 for a Stuffed Sleep Away Camp! Your stuffedie will spend the

55 likes



Kermit and Charmander kicked off the karaoke festivities during this weekend's Stuffedie Sleep Away Camp. While not all the

25 likes

Followers

942
followers

Tweets

44
tweets

Mentions

2
mentions

Engagement > Type

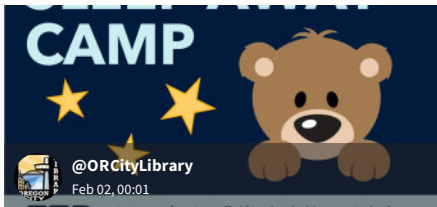
Likes 19

Retweets 4

Replies 2

Quote tweets 1

Top tweets > Engagements



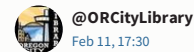
Bring your favorite stuffed friend to the library on Friday, February 10 for a Stuffed Sleep Away Camp! Come back on Saturday to pick them up and find out what happens when

9 engagements



Storytime 5-Week Series (Registration Required)
Registrations open at 10:15 AM February 15 & 16, 2023
Register at <http://go.lincc.org/ocstorytime>

7 engagements



Just posted a photo @ Oregon City Public Library
<https://www.instagram.com/p/Coh9GUXpZSQ/?igshid=YTgzYjQ4ZTY=>

7 engagements

Sources

 @ORCityLibrary

 Oregon City Public Library

 oregoncitylibrary



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Library Board
From: Library Director Greg Williams

Agenda Date: 03/22/2023

SUBJECT:

Review of Draft Unincorporated Survey

STAFF RECOMMENDATION:

n/a – Informational only

EXECUTIVE SUMMARY:

The Library Board will review and provide feedback on the current draft of the unincorporated survey.

BACKGROUND:

Jason Morado from the ETC Institute will be available to review and hear feedback from the Library Board on the most recent draft of the unincorporated survey.

OPTIONS:

1. n/a – Informational only

BUDGET IMPACT:

Amount: n/a
FY(s): n/a
Funding Source(s): n/a



2023 Oregon City Public Library Survey

Item #2.

The Oregon City Public Library would like your input to help determine library priorities for the community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. If you prefer, you can complete the survey online at orcpubliclibrarysurvey.org. We greatly appreciate and value your time.

1. **Public Library Services.** Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following Public Library services.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Selection of physical resources available (books, CD's, and DVD's)	5	4	3	2	1	9
02. Selection of digital resources available online (e.g. eBooks, downloadable audio, streaming films)	5	4	3	2	1	9
03. Events for seniors	5	4	3	2	1	9
04. Events for adults (e.g. informational, literary, participatory, entertainment)	5	4	3	2	1	9
05. Events for teens (e.g. Teen Advisory Council, crafts, summer reading)	5	4	3	2	1	9
06. Events for children (e.g. early literacy development, story times, summer reading program)	5	4	3	2	1	9
07. Reader's Advisory (help finding something to read)	5	4	3	2	1	9
08. Selection of reference and research tools	5	4	3	2	1	9
09. Access to computers and library Wi-Fi	5	4	3	2	1	9
10. Ease of booking meeting rooms	5	4	3	2	1	9
11. Library as a hub of community information	5	4	3	2	1	9
12. Outreach-programs and/or services in the community outside of the library	5	4	3	2	1	9
13. The hours and days the Library is open (M-F 10-7, Sat 10-6, Sun 12-5)	5	4	3	2	1	9

2. **Which TWO of the public library items listed in Question 1 do you think should receive the MOST EMPHASIS over the next TWO years?** *[Write in your answers below using the numbers from the list in Question 1.]*

1st: _____ 2nd: _____

3. **How satisfied are with the overall quality of the city's public library services?**

____ (5) Very satisfied

____ (3) Neutral

____ (1) Very dissatisfied

____ (4) Satisfied

____ (2) Dissatisfied

____ (9) Don't know

4. **How do you get information about the library?** *[Check all that apply.]*

____ (01) E-newsletter

____ (05) Blogs

____ (09) Others social media

____ (02) Library Staff

____ (06) Flyers

____ (10) Oregon City Trail News publication

____ (03) Word of mouth

____ (07) Newspaper

____ (11) Other: _____

____ (04) City's website

____ (08) Library's social media

5. **How do you feel the level of service provided by the city should change for the Oregon City Public Library?**

____ (5) Much higher

____ (3) Stay the same

____ (1) Much lower

____ (4) A little higher

____ (2) A little lower

____ (9) Don't know

6. **Would you be willing to pay more in taxes or fees to support an increase in the service level of the Oregon City Public Library?** Item #2.
- ____(1) Yes ____ (3) Not applicable; I do not think any levels of service need to be higher
 ____ (2) No ____ (9) Don't know

7. **Customer Service. Have you called, emailed, or visited the Oregon City Library with a question, problem, or complaint during the past year?**
- ____(1) Yes [Answer Q7a-b.] ____ (2) No [Skip to Q8.] ____ (9) Don't know [Skip to Q8.]

7a. How easy was it to contact the person you needed to reach?

- ____(1) Very easy ____ (3) Difficult ____ (9) Don't know
 ____ (2) Somewhat easy ____ (4) Very difficult

- 7b. Several factors that may influence your perception of the quality of customer service you receive from city employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 1 to 5, where 5 means "Always" and 1 means "Never."**

Frequency that...	Always	Usually	Sometimes	Seldom	Never	Don't Know
1. They were courteous and polite	5	4	3	2	1	9
2. They gave prompt, accurate, and complete answers to questions	5	4	3	2	1	9
3. They did what they said they would do in a timely manner	5	4	3	2	1	9
4. They helped you resolve an issue to your satisfaction	5	4	3	2	1	9

CURRENT USE OF OREGON CITY PUBLIC LIBRARY

8. **Please indicate how often you and members of your household have used the Oregon City Public Library in the past 12 months.**

____(1) Once a week ____ (2) Once or twice a month ____ (3) A few times a year ____ (4) Never [Skip to Q5.]

9. **Please check ALL the purpose(s) for which you or members of your household used the Library in the past 12 months. [Check all that apply.]**

- | | |
|---|---|
| ____ (01) Checked out a book | ____ (13) Used library wireless (Wi-Fi) |
| ____ (02) Checked out an audiobook | ____ (14) Worked on a school assignment |
| ____ (03) Downloaded e-book/audiobook | ____ (15) Used job search resources |
| ____ (04) Checked out a music CD | ____ (16) Found information for work |
| ____ (05) Checked out a movie | ____ (17) Asked a librarian a question |
| ____ (06) Checked out a magazine | ____ (18) Read a newspaper/magazine |
| ____ (07) Picked up materials on hold | ____ (19) Spent time in a quiet place |
| ____ (08) Attended a children's program | ____ (20) Met a friend or family member |
| ____ (09) Attended a teen program | ____ (21) Accessed an online research tool |
| ____ (10) Attended an adult program | ____ (22) Accessed a government form (tax, license, unemployment) |
| ____ (11) Attended a meeting | ____ (23) Researched family or local history |
| ____ (12) Used a library computer | ____ (24) Other: _____ |

10. **Using the numbers in Question 9, please indicate the THREE main purposes for which you or other ADULT members of your household used the Library over the past 12 months. [Write in your answers below using the numbers from the list in Question 2, or circle "NONE."]**

1st: ____ 2nd: ____ 3rd: ____ NONE

11. **Using the numbers in Question 9, please indicate the THREE main purposes for which YOUTH in your household 18 years of age or younger used the Library over the past 12 months. [Write in your answers below using the numbers from the list in Question 2, or circle "NONE."]**

1st: ____ 2nd: ____ 3rd: ____ NONE

12. From the following list, please check ALL the reasons preventing you or members of your household from using the Oregon City Public Library or its services in the past 12 months. Item #2.

- | | |
|---|---|
| ☐ (01) Did not know about the Library
☐ (02) Did not have what I wanted/needed
☐ (03) Location not convenient
☐ (04) Used the Internet instead
☐ (05) Owed fines or fees
☐ (06) Bought/rented materials elsewhere
☐ (07) Library hours not convenient
☐ (08) Physical access too difficult
☐ (09) No transportation to get there | ☐ (10) Hard to find parking
☐ (11) Used a different library
☐ (12) Physical condition of materials
☐ (13) Lack of knowledge about services
☐ (14) I don't have a fast/reliable internet connection
☐ (15) Concern about COVID-19
☐ (16) Other: _____
☐ (17) None |
|---|---|

13. Using the numbers in Question 12, please indicate the THREE top reasons preventing you or members of your household from using the Oregon City Public Library or its services in the past 12 months. *[Write in your answers below using the numbers from the list in Question 12, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ NONE

AWARENESS OF OREGON CITY PUBLIC LIBRARY

14. Please indicate whether you or members of your household use and are aware of each of the following services and programs offered by the Oregon City Public Library.

Services	Use	Aware, but Do Not Use	Not Aware it Was Offered
1. Books	3	2	1
2. DVDs	3	2	1
3. Audiobooks	3	2	1
4. Creative Kits (take-home crafts for adults, adults with disabilities, teens, and kids)	3	2	1
5. Public computers	3	2	1
6. Library of Things (appliances, games, tools, and equipment to check out)	3	2	1
7. Local history collection	3	2	1
Digital Services			
8. Use the library catalog (lincc.org) to find and place holds on materials	3	2	1
9. Conduct online research	3	2	1
10. Download Audiobooks	3	2	1
11. Download eBooks	3	2	1
12. Download digital magazines	3	2	1
12. Access resources to learn different languages	3	2	1
13. Use study guides and take practice tests	3	2	1
14. Stream videos	3	2	1
15. Read digital newspapers	3	2	1
Programs			
16. Storytimes	3	2	1
17. Art Labs (kids) or Art Gym (adults) make your own art programs	3	2	1
18. Genealogy assistance	3	2	1
19. 1,000 Books before kindergarten (year-round reading program for ages 0-5)	3	2	1
20. Summer reading programs	3	2	1
21. Adult Book Club	3	2	1
21. Adult programs (examples)	3	2	1
22. Teen programs (examples)	3	2	1
23. Children's programs (examples)	3	2	1

15. The following are some actions that the Oregon City Public Library could take to extend library services outside the City. Please indicate whether you think each action is a high priority, medium priority, low priority, or you are not sure by circling the number to the right of the action. Item #2.

Potential Services and Resources	High Priority	Medium Priority	Low Priority	Not Sure
1. Self-service book lockers/kiosks (to pick up holds and return items 24/7)	3	2	1	9
2. Offering more hybrid (in-person + online) programs	3	2	1	9
3. Offering more in-person programs/events nearer to me	3	2	1	9
4. More downloadable audiobooks	3	2	1	9
5. More downloadable movies	3	2	1	9
6. More downloadable eBooks	3	2	1	9
7. More downloadable music	3	2	1	9
8. Books by mail	3	2	1	9
9. More online services and resources (homework resources, job skill resources, online courses and lessons, etc.)	3	2	1	9

16. Using the numbers above in Question 15 please indicate the **THREE** actions you feel are **MOST IMPORTANT** for the Library to take to improve services outside the City. Write in your answers below using the numbers from the list in Question 15, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ NONE

17. Are there other actions the Library could take to improve services outside the City?

18. If you have other comments, please provide them in the space below.

Demographics

19. Approximately how many years have you lived at your current home? _____ years

20. What is the preferred language spoken in your home? _____

21. What is your age? _____ years

18. Including yourself, how many people in your household are...

Under age 5: ____ Ages 15-19: ____ Ages 35-44: ____ Ages 65-74: ____
Ages 5-9: ____ Ages 20-24: ____ Ages 45-54: ____ Ages 75+: ____
Ages 10-14: ____ Ages 25-34: ____ Ages 55-64: ____

23. What is your gender? ____ (1) Male ____ (2) Female ____ (3) Non-binary

24. Would you say your total annual household income is...

____ (1) Under \$50,000 ____ (3) \$75,000 to \$99,999 ____ (5) \$150,000 to \$199,999
____ (2) \$50,000 to \$74,999 ____ (4) \$100,000 to \$149,999 ____ (6) \$200,000 or more

25. If you have suggestions for improving the quality of library programs, facilities, or services, please write your suggestions in the space below.



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Library Board
From: Library Director Greg Williams

Agenda Date: 03/22/2023

SUBJECT:

2023 Community Satisfaction Survey

STAFF RECOMMENDATION:

n/a – Informational only

EXECUTIVE SUMMARY:

The Library Director will share and discuss highlights from the 2023 Community Satisfaction Survey.

BACKGROUND:

Starting in 2018, the City has commissioned a survey every two years to help ensure that the City's priorities continue to match the needs and desires of residents. The information provided will be used to improve existing services and help the City better understand the evolving needs of residents. The survey is distributed only to City residents.

The attachment to this staff report only contains the survey Executive Summary, as well as selected Library-related results. The entire report (144 pages) can be downloaded from the City website:

<https://mccmeetingspublic.blob.core.usgovcloudapi.net/oregoncity-meet-e9ca490f33db46f19c3246a5c3ed3452/ITEM-Attachment-001-f7c23836ae264fc9909e52c88507a46b.pdf>

Overall, there is much to be proud of in the survey, most notably the fact that the Library earned the highest satisfaction rating of any City service, and that our overall satisfaction level is significantly above national and regional averages. There are, of course, also areas of potential improvement. In addition, the survey results do not include responses from residents of the unincorporated portion of or service area residents (although an additional survey will soon be distributed to those residents).

The Library Director looks forward to discussing both the Library's achievements and future opportunities with the Library Board.

OPTIONS:

1. n/a – Informational only

BUDGET IMPACT:

Amount: n/a

FY(s): n/a

Funding Source(s): n/a

2023 City of Oregon City Community Survey Findings Report

Presented to the City of Oregon City,
Oregon

February 2023



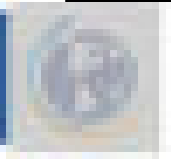
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Executive Summary

2023 City of Oregon City Community Survey Executive Summary



Purpose

ETC Institute administered a survey to residents of the City of Oregon City in January and February 2023. The purpose of the survey was to help ensure that the City's priorities continue to match the needs and desires of residents. The information provided will be used to improve existing services and help the City better understand the evolving needs of residents. This is the third survey ETC Institute has administered for Oregon City; the first was conducted in 2018.

The seven-page survey, cover letter and postage-paid return envelope were mailed to a random sample of households in the City of Oregon City. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. At the end of the online survey, residents were asked to enter their home address; this was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oregon City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 300 residents. The goal was met, with a total of 321 residents completing the survey. The overall results for the sample of 321 households have a precision of at least +/-5.4% at the 95% level of confidence.

The percentage of "don't know" responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Oregon City with the results from other communities in ETC Institute's *DirectionFinder*® database. Since the number of "don't know" responses often reflect the utilization and awareness of City services, the percentage of "don't know" responses have been provided in the tabular data section of this report. When the "don't know" responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase "*who had an opinion.*"

2023 City of Oregon City Community Survey Executive Summary



This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for most questions on the survey, including comparisons to results from the 2020 and 2018 surveys,
- benchmarking data that show how the results for Oregon City compare to other communities,
- Importance-Satisfaction analysis: this analysis was done to determine priority actions for the City to address based upon the survey results,
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

Overall Satisfaction with Major Categories of City Services

The major categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of the City’s public library services (81%), the overall quality of police services (76%), the overall quality of City sewer services (73%), and the overall quality of City water utilities (71%). The major categories of City services that respondent households indicated should receive the most emphasis over the next two years were: the overall maintenance of City streets (58%), the overall quality of police services (33%), the overall quality of City parks, trails, and open space (33%).

Overall Satisfaction with Perceptions of the City

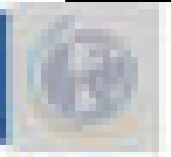
The highest levels of satisfaction with items that influence perceptions of the City, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of services provided by the City (65%), the overall feeling of safety in the City (58%), the overall image of the City (52%), and the availability of training or educational opportunities (42%).

Ratings of Oregon City

The highest overall ratings of Oregon City, based upon the combined percentage of “excellent” and “good” responses among residents *who had an opinion*, were: as a place to live (86%), overall quality of life in the City (78%), as a place to raise children (76%), and a place to connect & interact with neighbors (59%).

2023 City of Oregon City Community Survey

Executive Summary



Satisfaction with Specific City Services

Parks and Recreation. The highest levels of satisfaction with parks and recreation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: proximity of parks to home (76%), the quality of facilities (70%), the appearance and maintenance of existing City parks (67%). The parks and recreation services that should receive the most emphasis over the next two years, based upon the sum of respondents’ top two choices, were: appearance and maintenance of existing City parks (29%), quality of facilities (26%), and quantity of City trails (20%).

Public Safety. The highest levels of satisfaction with public safety services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the visibility of police in the community (70%), how quickly police respond to emergencies (59%), enforcement of local traffic laws (53%), and the City’s overall efforts to prevent crime (52%). The public safety services that should receive the most emphasis over the next two years, based upon the sum of the respondents’ top two choices, were: response to issues with transients (58%), the City’s overall efforts to prevent crime (29%), and response to drug control (21%).

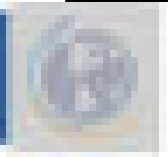
City Communication. The highest levels of satisfaction with City communication, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the availability of information about City programs and services (41%) and the overall quality of the City’s website (34%).

- The top four sources that respondent households have used to receive news and information about City programs, services and events, were: “Trail News” quarterly publication (68%), social media (59%), TV local news (36%), and Nextdoor (35%). The sources from which respondents indicated they would *most prefer* to receive their information were: “Trail News” quarterly publication (41%) and social media (36%).
- Based on the sum of their top two choices, the level of frequency that respondent households would like to receive information from the City was monthly (77%).
- The types of information that respondent households indicated they would like to receive from the City were: public safety (72%), special events (72%), and public works (66%).

Code Enforcement. The highest levels of satisfaction with City code enforcement, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: enforcing codes designed to protect public safety (40%) and enforcing sign regulation (34%). The two code enforcement items that respondents indicated should receive the most emphasis over the next two years were: enforcing cleanup of litter & debris on private property (66%) and enforcing codes designed to protect public safety (61%).

2023 City of Oregon City Community Survey

Executive Summary



Transportation and Infrastructure. The highest levels of satisfaction with City street maintenance/service items, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: snow and ice response on major City streets (70%), adequacy of City street lighting in neighborhoods (67%), and availability of safe pedestrian ways in neighborhoods (53%). The two transportation and infrastructure services that respondents indicated should receive the most emphasis over the next two years were: the maintenance of major City streets (45%) and the maintenance of neighborhood streets (33%).

Public Library. The highest levels of satisfaction with the City’s public library services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: selection of physical resources available (78%), access to computers and library Wi-Fi (69%), and selection of digital resources available online (68%). The library services that respondents indicated should receive the most emphasis over the next two years, based upon the sum of their top two choices, were: selection of physical resources available (20%), events for seniors (19%), and selection of digital resources available online (18%).

- o Thirty-six percent (36%) of respondent households indicated they receive their information about the library from “Trail News”.

Customer Service. Thirty-seven percent (37%) of respondents indicated they have called, emailed, or visited the City with a question, problem, or complaint during the past year. Of those who contacted the City, 37% indicated it was “very easy,” 40% indicated it was “somewhat easy,” 12% indicated it was “difficult,” and 9% indicated it was “very difficult” to contact the person they needed to reach. Of the 37% of respondents who contacted the City during the past year, 36% contacted Code Enforcement, 30% contacted Building and Planning, and 25% contacted the Police. Eighty-seven percent (87%) of respondents who contacted the City indicated that City employees were always (60%) or usually (27%) courteous & polite.

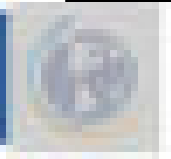
Water Quality. The highest levels of satisfaction with the City’s water quality, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: reliability of water service (90%), water clarity (86%), and water pressure (81%).

Additional Findings

- Respondent households were asked their willingness to pay additional taxes/fees to acquire, develop, and maintain parks, recreation, and trail facilities. Nine percent (9%) indicated they were “very willing,” 25% were “willing,” 22% were “neutral,” 21% were “not willing,” and 23% were “not at all willing.”
- The capital investment items that are priorities to respondent households, based upon the sum of their top five choices, are: road maintenance/pavement preservation (71%) and traffic congestion relief (50%).

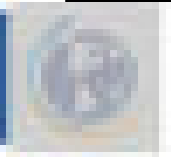
2023 City of Oregon City Community Survey

Executive Summary



- The highest levels of change in the expectation of services provided by the City, based upon the combined percentage of “much higher” and “a little higher” responses among residents *who had an opinion*, were: transportation facilities & programs (70%), law enforcement (59%), and parks, trails, & open space (54%). Forty percent (40%) of respondent households indicated they would be willing to pay more in taxes or fees to support an increase in the service level.
- The items that respondents, *who had an opinion*, indicated were “much too slow” or “too slow” with regard to the current pace of development were: housing options for aging population (70%) and technology and other industry (60%). Respondents felt the pace of development was “too fast” or “much too fast” for townhomes/row houses (45%) and apartments (41%).

2023 City of Oregon City Community Survey Executive Summary

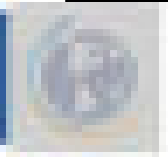


How the City of Oregon City Compares to Other Communities Nationally

Satisfaction ratings for Oregon City **rated the same as or higher than the U.S. average in 17 of the 37 areas** that were assessed. The City rated significantly higher than the U.S. average (difference of 5% or more) in 13 of these areas. Listed below are the comparisons between Oregon City and the U.S. average:

Service	Oregon City	U.S.	Difference	Category
As a place to live	86%	50%	36%	Overall Ratings of the City
Overall quality of customer service from City employees	62%	41%	21%	Major Categories of City Services
Overall quality of police services	76%	55%	21%	Major Categories of City Services
Overall quality of City sewer services	73%	55%	18%	Major Categories of City Services
Overall quality of City water utilities	71%	54%	17%	Major Categories of City Services
Overall quality of City's public library services	81%	66%	15%	Major Categories of City Services
Visibility of police in the community	70%	55%	15%	Public Safety
Overall quality of services provided by the City	64%	51%	13%	Perceptions of the Community
As a place to raise children	75%	62%	13%	Overall Ratings of the City
Accessibility of public transportation options	49%	38%	11%	Transportation and Infrastructure
Snow and ice response on major City streets	69%	60%	9%	Transportation and Infrastructure
Adequacy of City street lighting in neighborhoods	67%	60%	7%	Transportation and Infrastructure
Overall effectiveness of City communication with public	43%	38%	5%	Major Categories of City Services
Enforcement of local traffic laws	53%	51%	2%	Public Safety
The city's overall efforts to prevent crime	52%	50%	2%	Public Safety
How quickly police respond to emergencies	58%	58%	0%	Public Safety
Condition of neighborhood sidewalks	48%	48%	0%	Transportation and Infrastructure
Overall quality of the City's recreation programs	50%	51%	-1%	Major Categories of City Services
Overall value received for tax dollars & fees	33%	34%	-1%	Perceptions of the Community
Maintenance of neighborhood streets	50%	51%	-1%	Transportation and Infrastructure
As a place to work	56%	58%	-2%	Overall Ratings of the City
Overall maintenance of city streets	39%	41%	-2%	Major Categories of City Services
Overall image of the City	53%	55%	-2%	Perceptions of the Community
On-street bicycle infrastructure	40%	43%	-3%	Transportation and Infrastructure
Maintenance of major City streets	48%	51%	-3%	Transportation and Infrastructure
Overall enforcement of City codes and ordinances	37%	42%	-5%	Major Categories of City Services
Availability of info about City programs/services	41%	48%	-7%	Communication
Quality of content on social media	32%	40%	-8%	Communication
Overall quality of the City's website	33%	43%	-10%	Communication
Overall feeling of safety in the City	58%	68%	-10%	Perceptions of the Community
Enforcing sign regulation	34%	47%	-13%	Code Enforcement
How well City is supporting growth & development	27%	40%	-13%	Perceptions of the Community
Level of public involvement in decision making	18%	34%	-16%	Communication
Enforcing mowing/trimming of grass & weeds on private property	30%	47%	-17%	Code Enforcement
Enforcing cleanup of litter & debris on private property	29%	46%	-17%	Code Enforcement
Quality of sidewalks for people with mobility challenges	36%	53%	-17%	Transportation and Infrastructure
Timeliness of information provided by the City	24%	44%	-20%	Communication

2023 City of Oregon City Community Survey Executive Summary

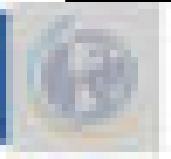


How the City of Oregon City Compares to Other Communities in the Region

Satisfaction ratings for Oregon City **rated the same as or higher than the Northwest regional average in 19 of the 37 areas** that were assessed. The City rated significantly higher than the Northwest Region (difference of 5% or more) in 11 of these areas. Listed below are the comparisons between Oregon City and the Northwest regional average:

Service	Oregon City	Northwest Region	Difference	Category
As a place to live	86%	52%	34%	Overall Ratings of the City
Overall quality of customer service from City employees	62%	41%	21%	Major Categories of City Services
As a place to raise children	75%	54%	21%	Overall Ratings of the City
Overall quality of services provided by the City	64%	45%	19%	Perceptions of the Community
Snow and ice response on major City streets	69%	51%	18%	Transportation and Infrastructure
Overall quality of police services	76%	60%	16%	Major Categories of City Services
Overall quality of City's public library services	81%	66%	15%	Major Categories of City Services
Visibility of police in the community	70%	56%	14%	Public Safety
Overall quality of City sewer services	73%	61%	12%	Major Categories of City Services
Adequacy of City street lighting in neighborhoods	67%	60%	7%	Transportation and Infrastructure
Overall quality of City water utilities	71%	66%	5%	Major Categories of City Services
Enforcement of local traffic laws	53%	49%	4%	Public Safety
The city's overall efforts to prevent crime	52%	50%	2%	Public Safety
Overall effectiveness of City communication with public	43%	42%	1%	Major Categories of City Services
Overall enforcement of City codes and ordinances	37%	36%	1%	Major Categories of City Services
Overall quality of the City's recreation programs	50%	50%	0%	Major Categories of City Services
Overall image of the City	53%	53%	0%	Perceptions of the Community
Availability of info about City programs/services	41%	41%	0%	Communication
Accessibility of public transportation options	49%	49%	0%	Transportation and Infrastructure
Maintenance of neighborhood streets	50%	51%	-1%	Transportation and Infrastructure
Maintenance of major City streets	48%	49%	-1%	Transportation and Infrastructure
As a place to work	56%	58%	-2%	Overall Ratings of the City
How well City is supporting growth & development	27%	29%	-2%	Perceptions of the Community
On-street bicycle infrastructure	40%	42%	-2%	Transportation and Infrastructure
Overall value received for tax dollars & fees	33%	36%	-3%	Perceptions of the Community
Condition of neighborhood sidewalks	48%	52%	-4%	Transportation and Infrastructure
Overall quality of the City's website	33%	39%	-6%	Communication
Overall feeling of safety in the City	58%	64%	-6%	Perceptions of the Community
Quality of content on social media	32%	40%	-8%	Communication
Level of public involvement in decision making	18%	28%	-10%	Communication
How quickly police respond to emergencies	58%	69%	-11%	Public Safety
Timeliness of information provided by the City	24%	35%	-11%	Communication
Enforcing sign regulation	34%	45%	-11%	Code Enforcement
Overall maintenance of city streets	39%	52%	-13%	Major Categories of City Services
Enforcing cleanup of litter & debris on private property	29%	44%	-15%	Code Enforcement
Quality of sidewalks for people with mobility challenges	36%	56%	-20%	Transportation and Infrastructure
Enforcing mowing/trimming of grass & weeds on private property	30%	51%	-21%	Code Enforcement

2023 City of Oregon City Community Survey Executive Summary



Investment Priorities

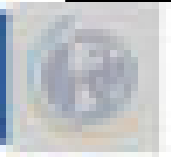
Recommended Priorities for the Next Two Years. In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years to raise the City's overall satisfaction rating are listed below:

- o Overall maintenance of City streets (I-S=0.3509)
- o Overall effectiveness of City economic development efforts (I-S=0.2309)
- o Overall enforcement of City codes & ordinances (I-S=0.1560)
- o Overall effectiveness of City communication with the public (I-S=0.1361)
- o Overall quality of City parks, trails, and open space (I-S=0.1115)
- o Overall quality of the City's recreation programs (I-S=0.1051)

The table on the following page shows the Importance-Satisfaction rating for all 13 major categories of City services that were assessed.

2023 City of Oregon City Community Survey Executive Summary



2023 Importance-Satisfaction Rating Oregon City, OR Major Categories of City Services

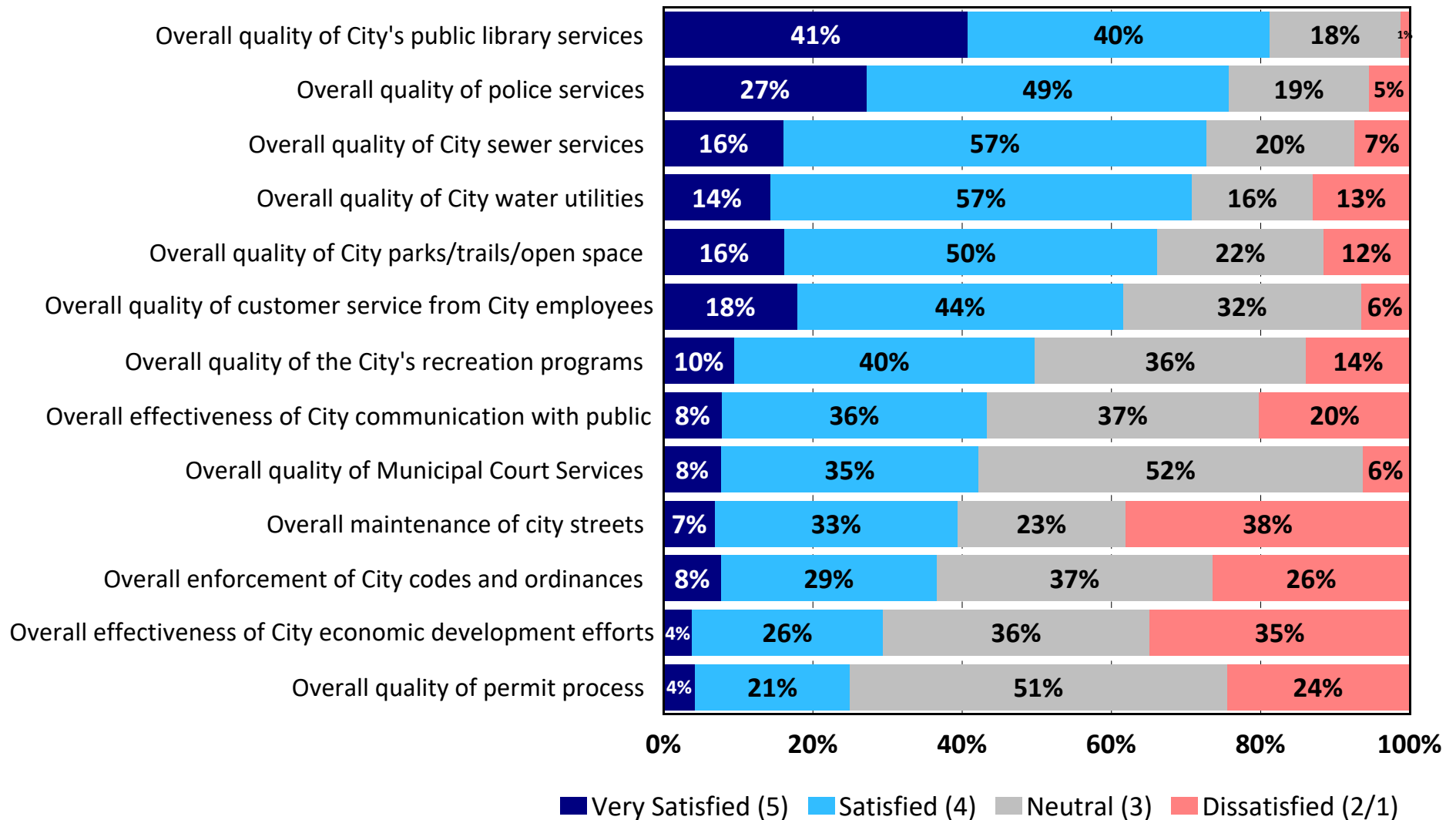
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Overall maintenance of city streets	58%	1	39%	10	0.3509	1
Overall effectiveness of City economic development efforts	33%	4	29%	12	0.2309	2
High Priority (IS .10-.20)						
Overall enforcement of City codes and ordinances	25%	5	37%	11	0.1560	3
Overall effectiveness of City communication with public	24%	6	43%	8	0.1361	4
Overall quality of City parks/trails/open space	33%	3	66%	5	0.1115	5
Overall quality of the City's recreation programs	21%	7	50%	7	0.1051	6
Medium Priority (IS <.10)						
Overall quality of permit process	11%	9	25%	13	0.0840	7
Overall quality of police services	33%	2	76%	2	0.0808	8
Overall quality of City water utilities	13%	8	71%	4	0.0380	9
Overall quality of customer service from City employees	5%	11	62%	6	0.0204	10
Overall quality of Municipal Court Services	3%	12	42%	9	0.0179	11
Overall quality of City sewer services	7%	10	73%	3	0.0177	12
Overall quality of City's public library services	2%	13	81%	1	0.0028	13



Charts and Graphs

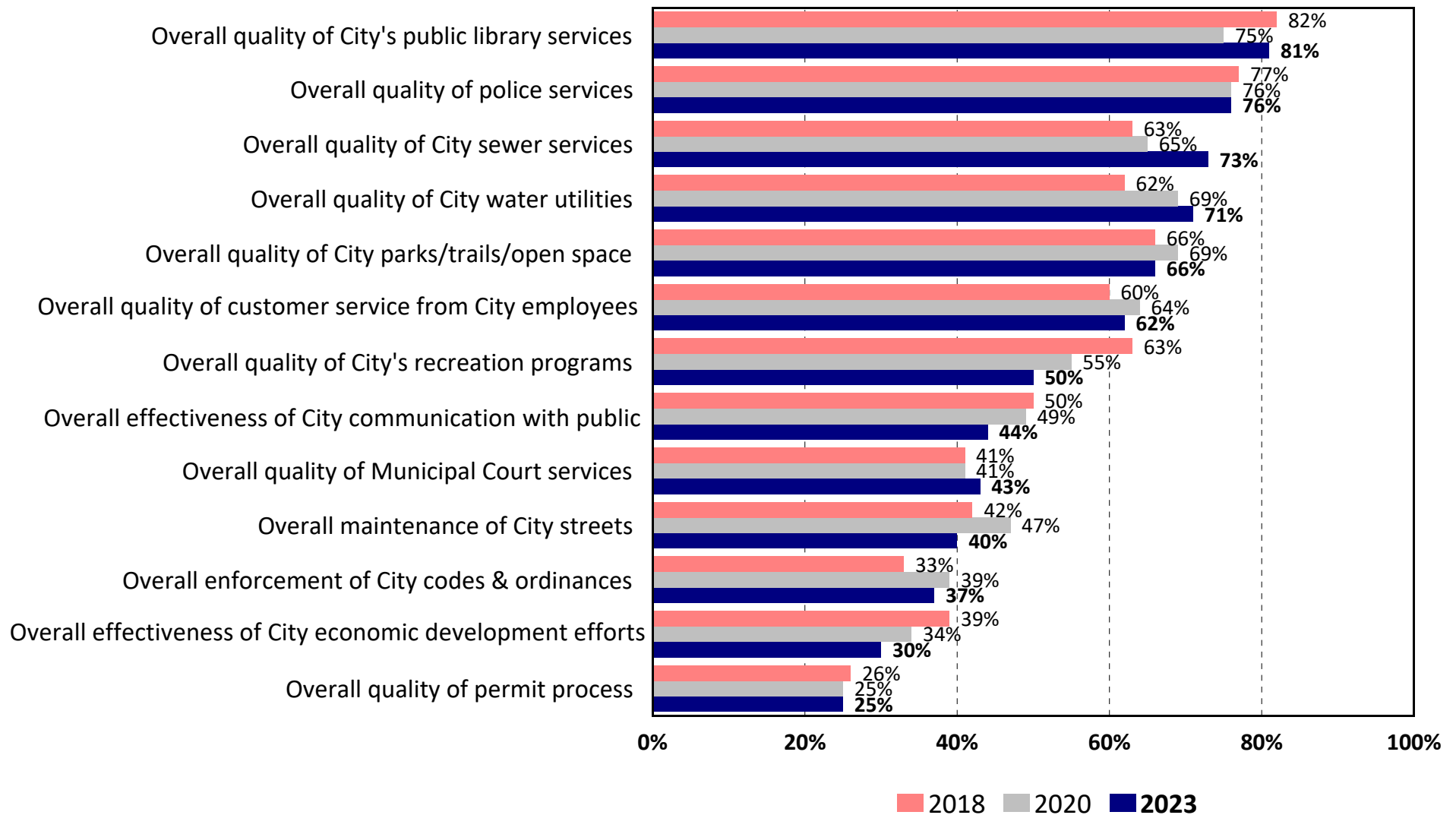
Q1. Overall Satisfaction With City Services by Major Category

by percentage of respondents (excluding don't knows)



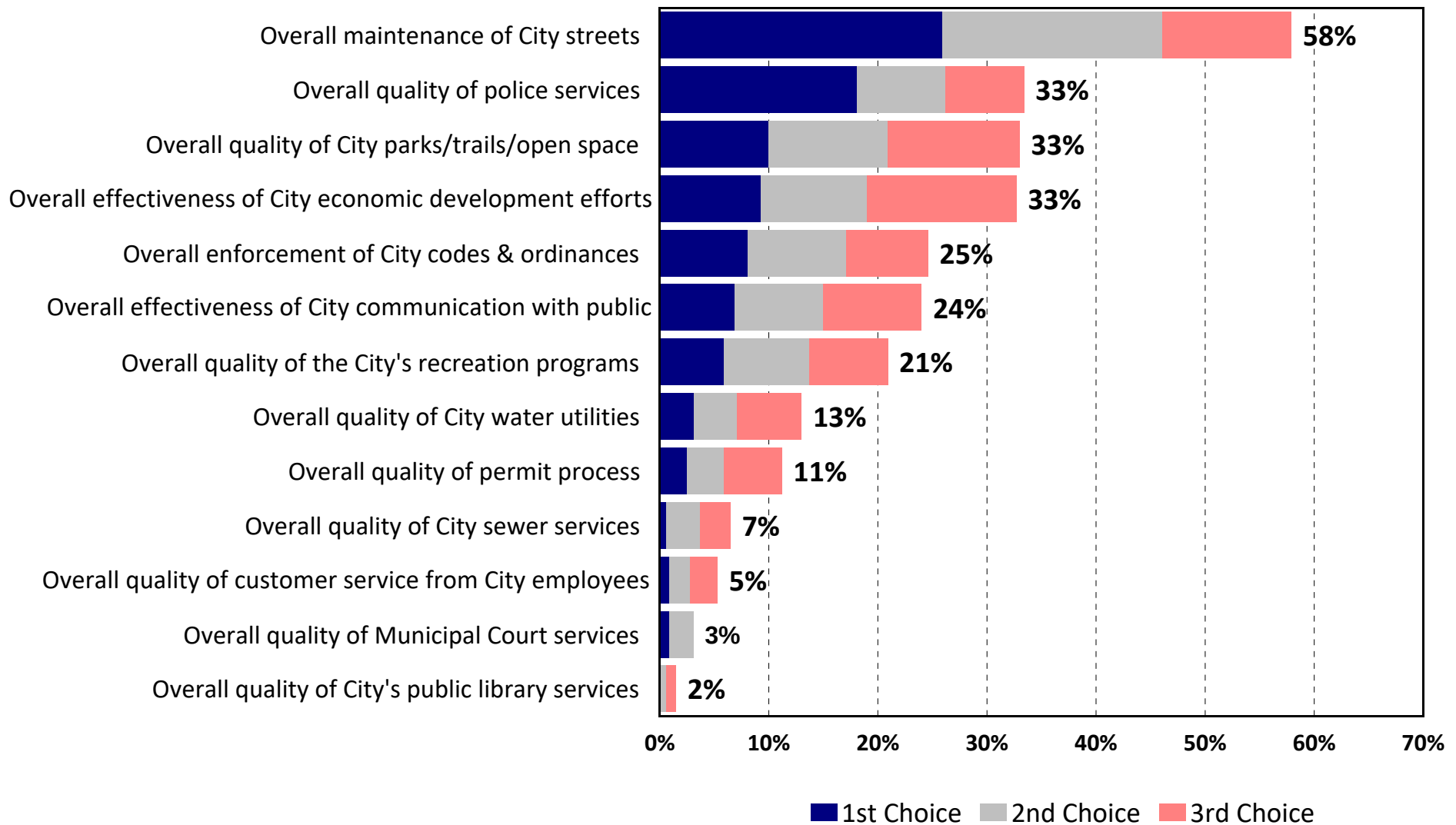
TRENDS: Overall Satisfaction with City Services by Major Category - 2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



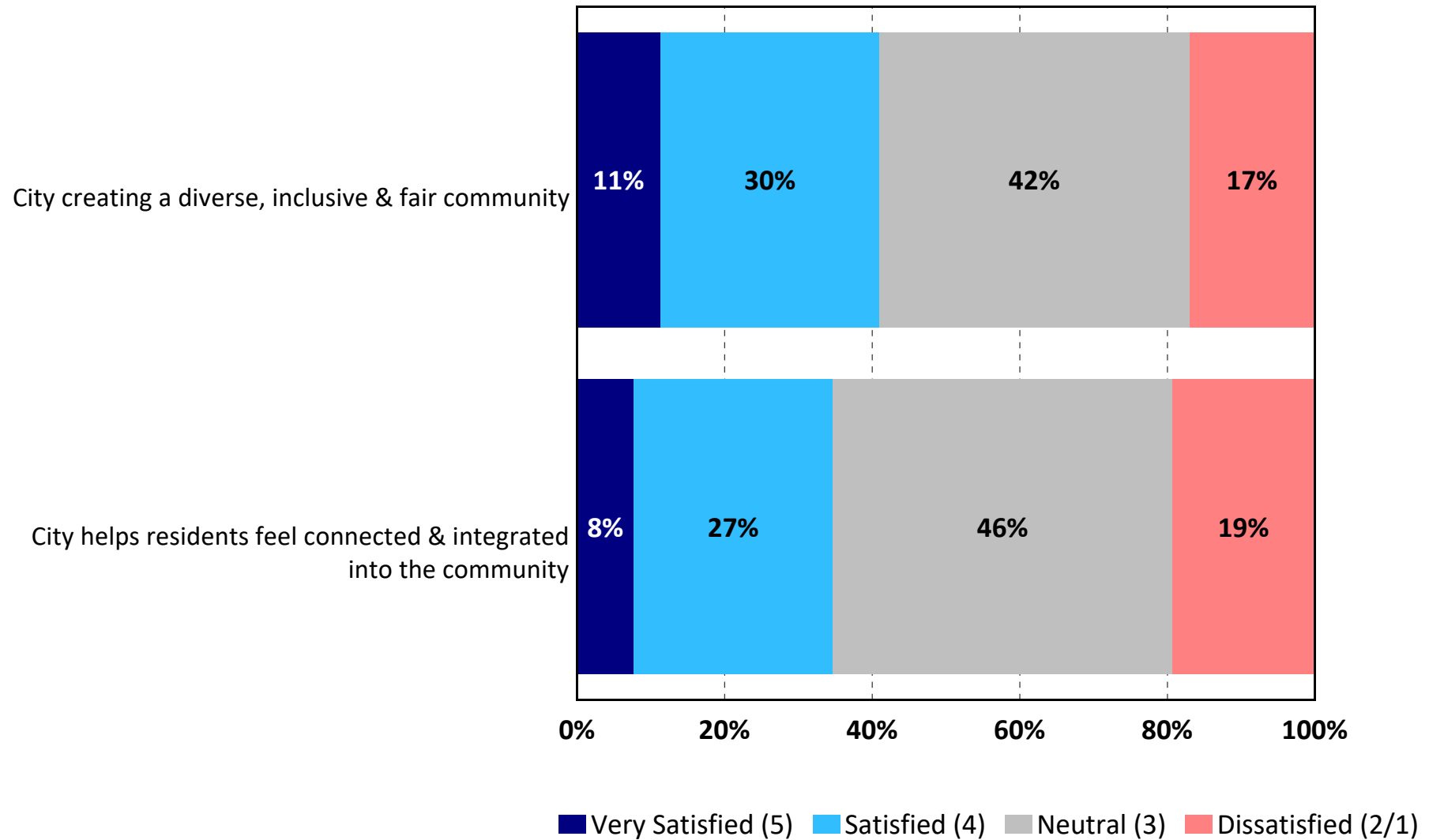
Q2. City Services That Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



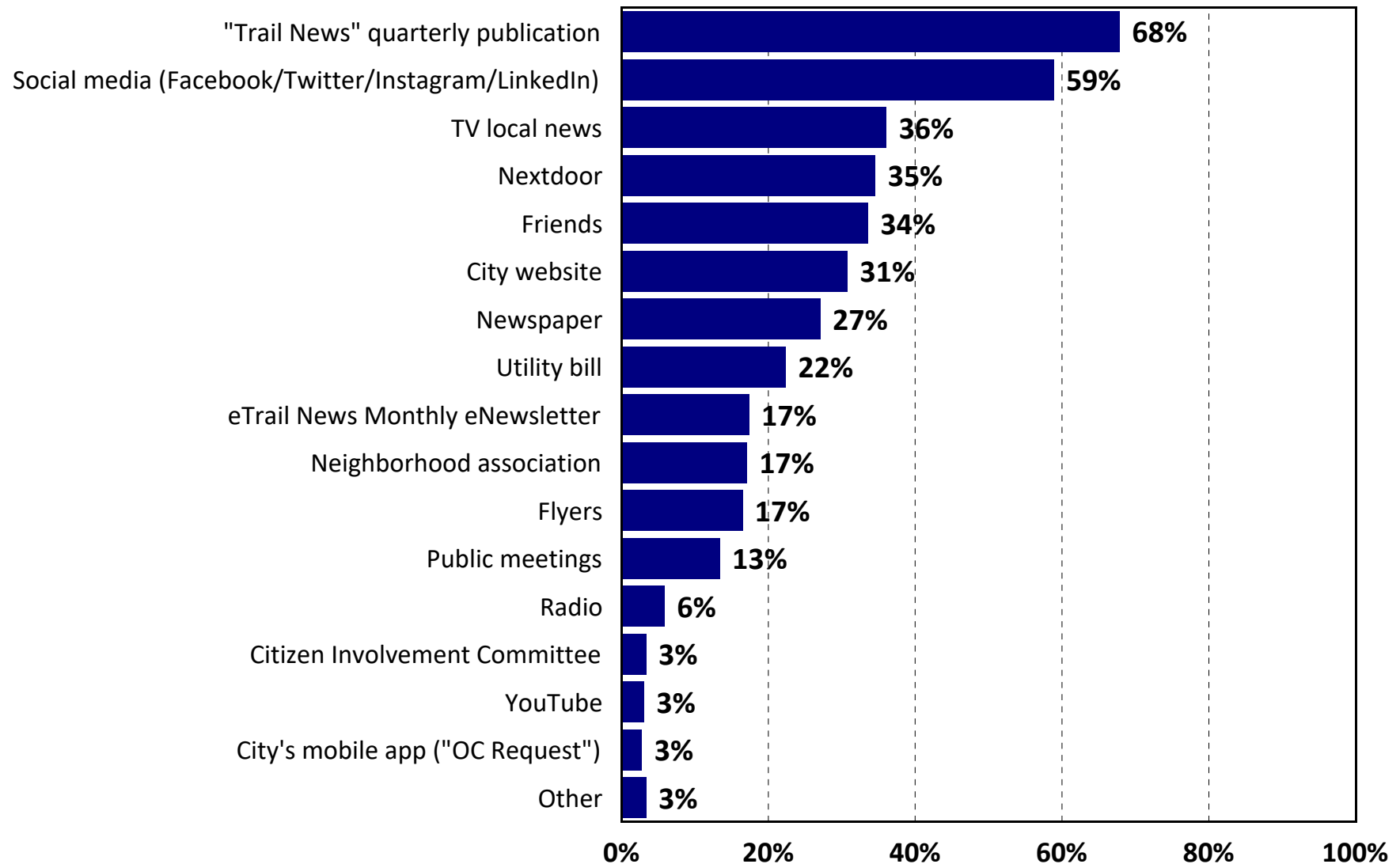
Q7. Satisfaction With Diversity and Inclusion

by percentage of respondents (excluding don't knows)



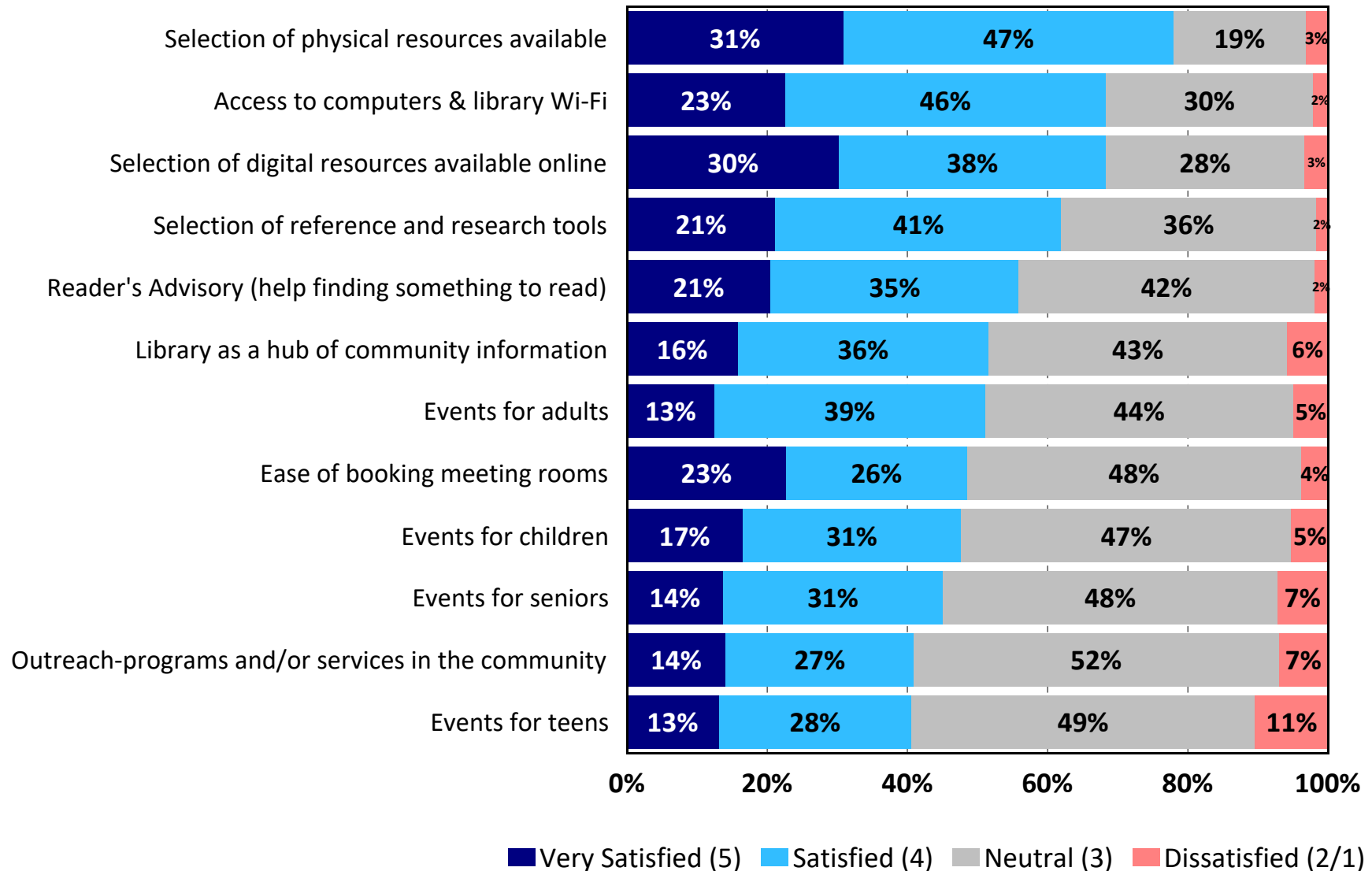
Q10. Where do you currently get news and information about City programs, services, and events?

by percentage of respondents (multiple choices could be made)



Q17. Satisfaction With Public Library Services

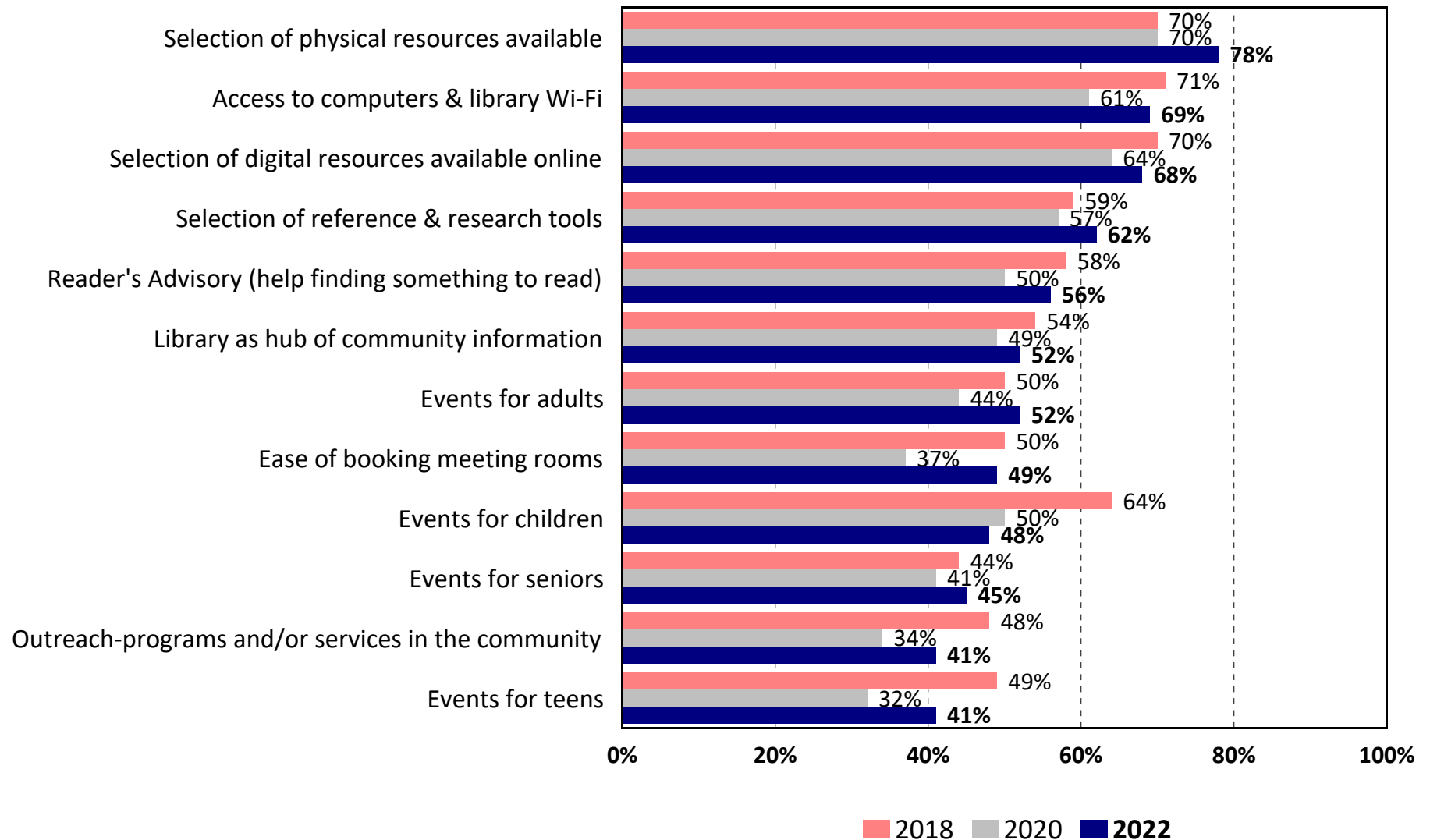
by percentage of respondents (excluding don't knows)



TRENDS: Satisfaction With Public Library Services

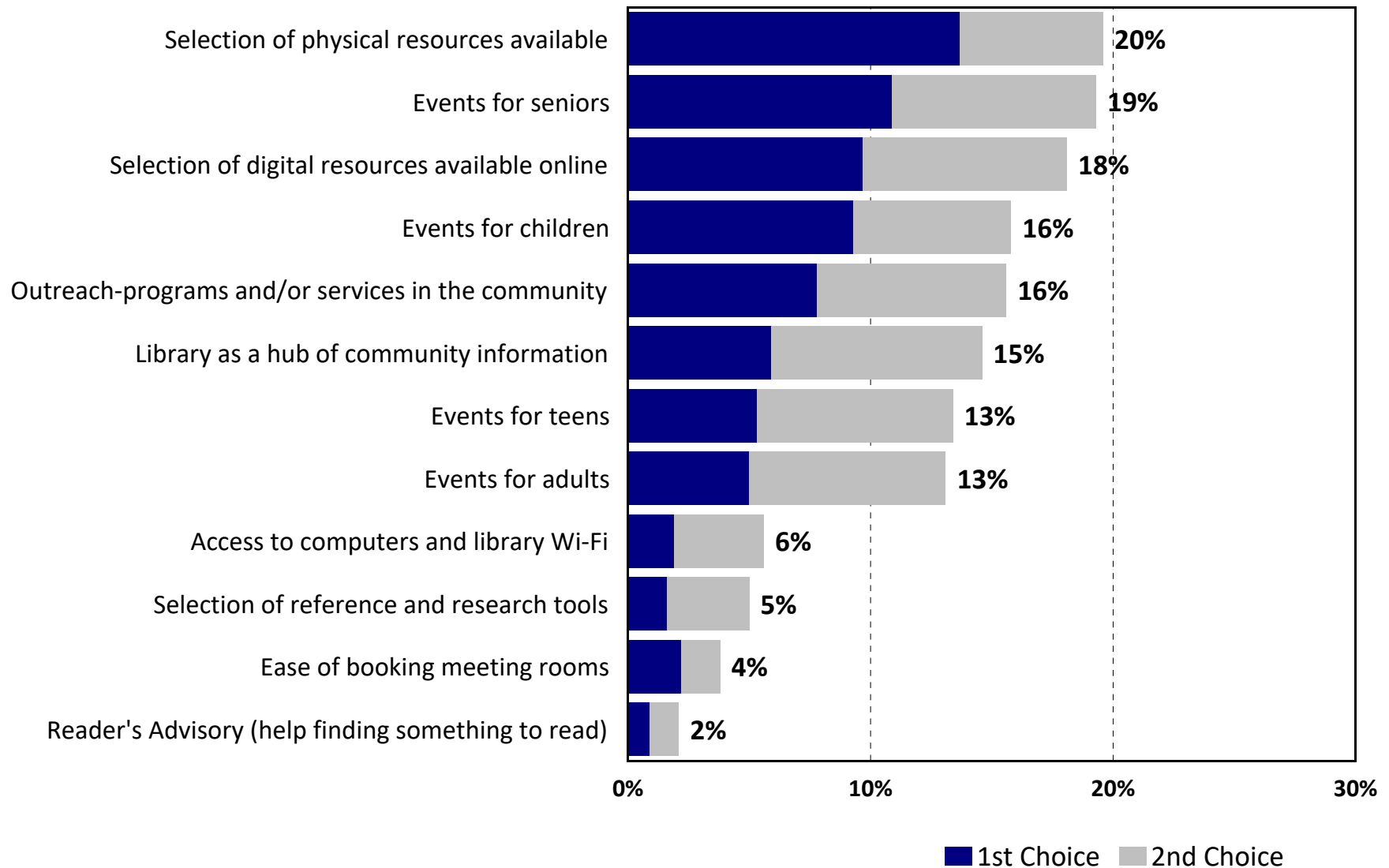
2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



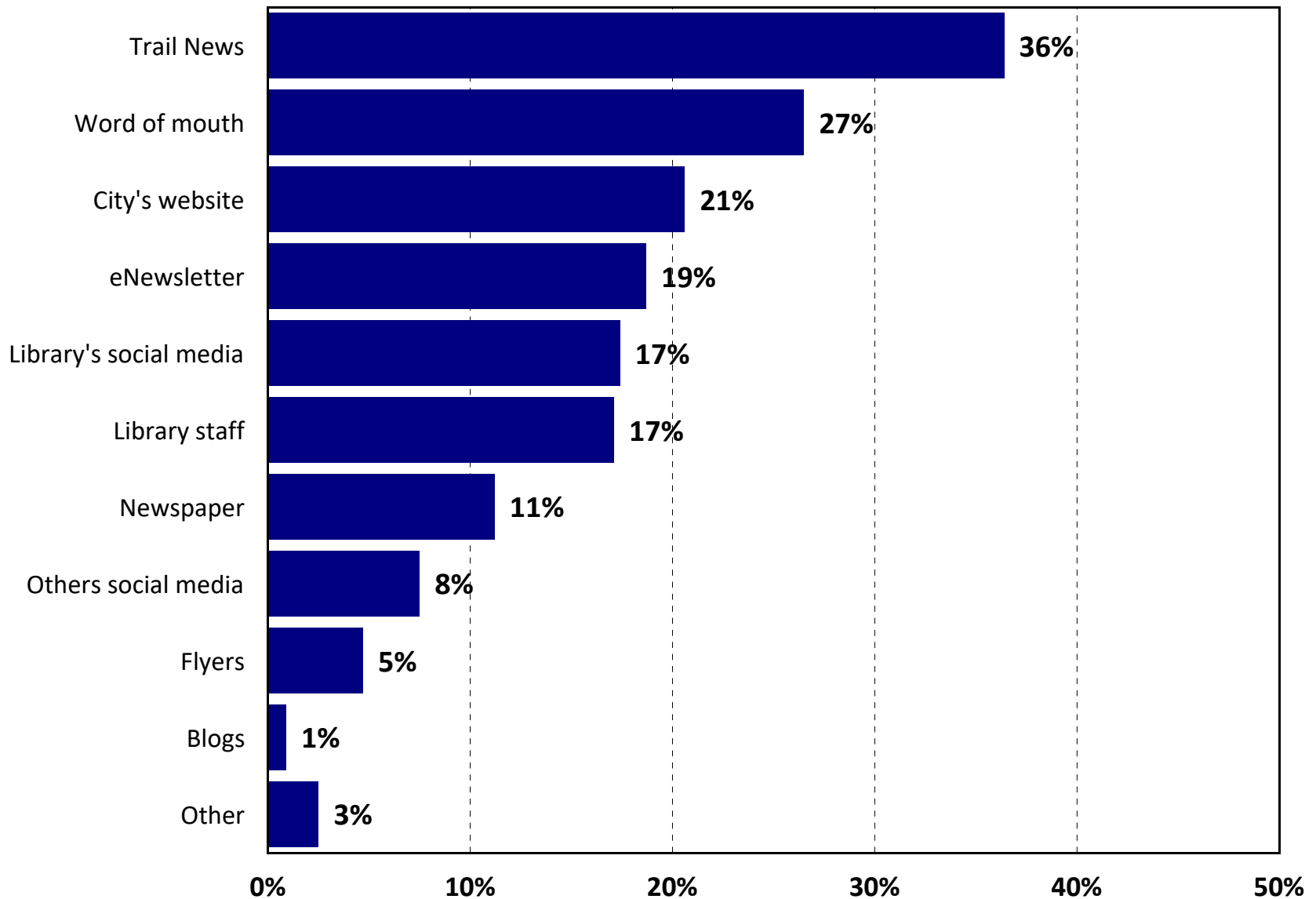
Q18. Public Library Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



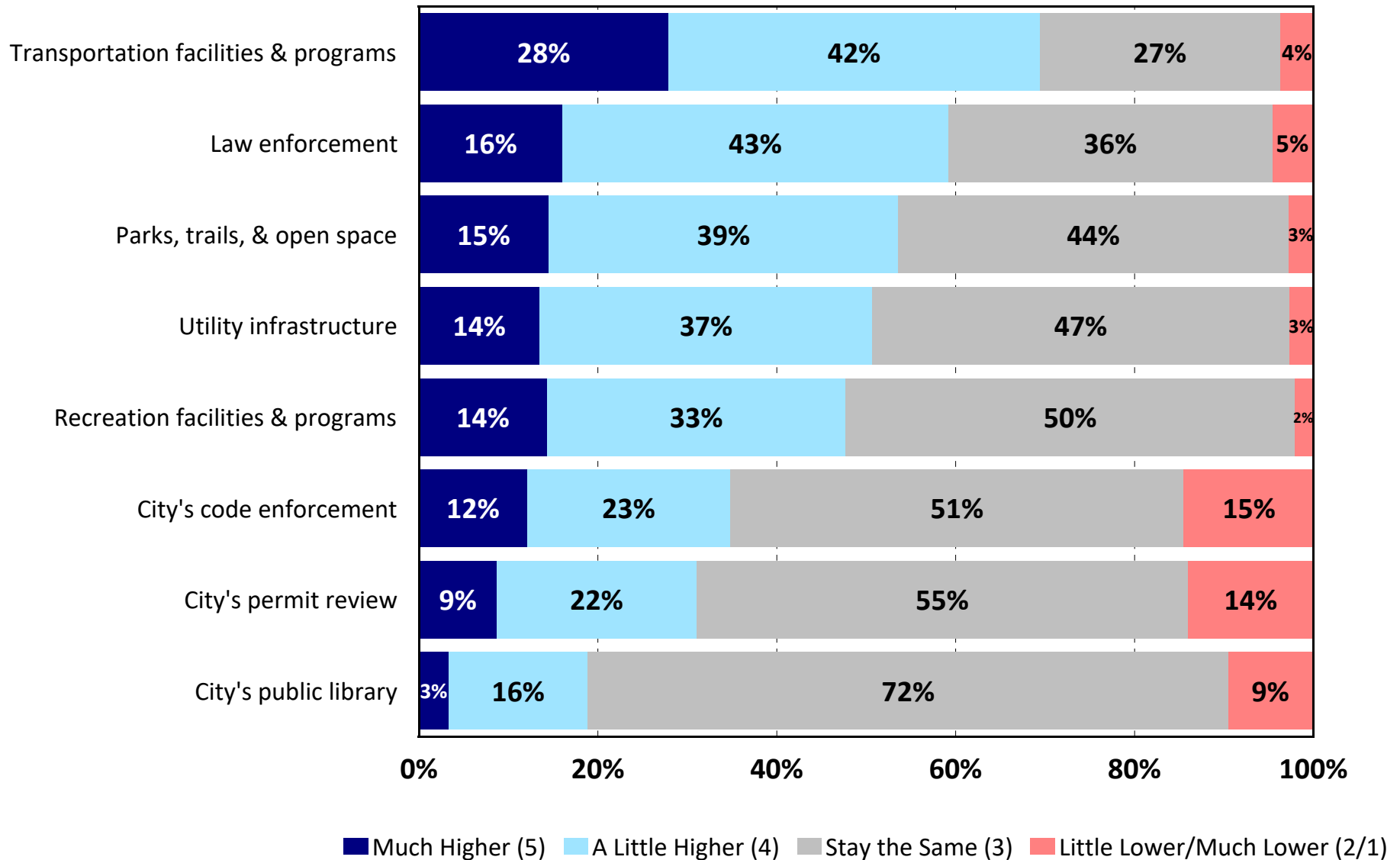
Q19. How do you get information about the library?

by percentage of respondents (multiple choices could be made)



Q21. Level of Change in Service Expectations

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

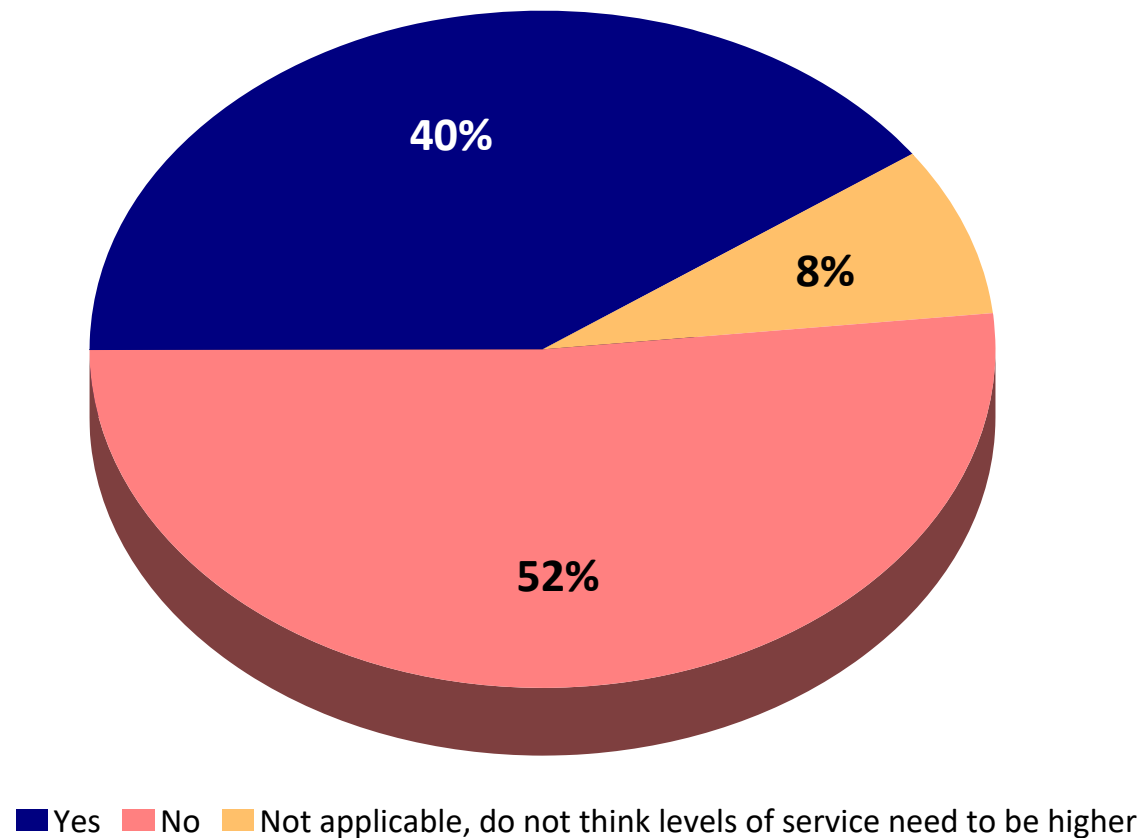


2

Benchmarking Analysis

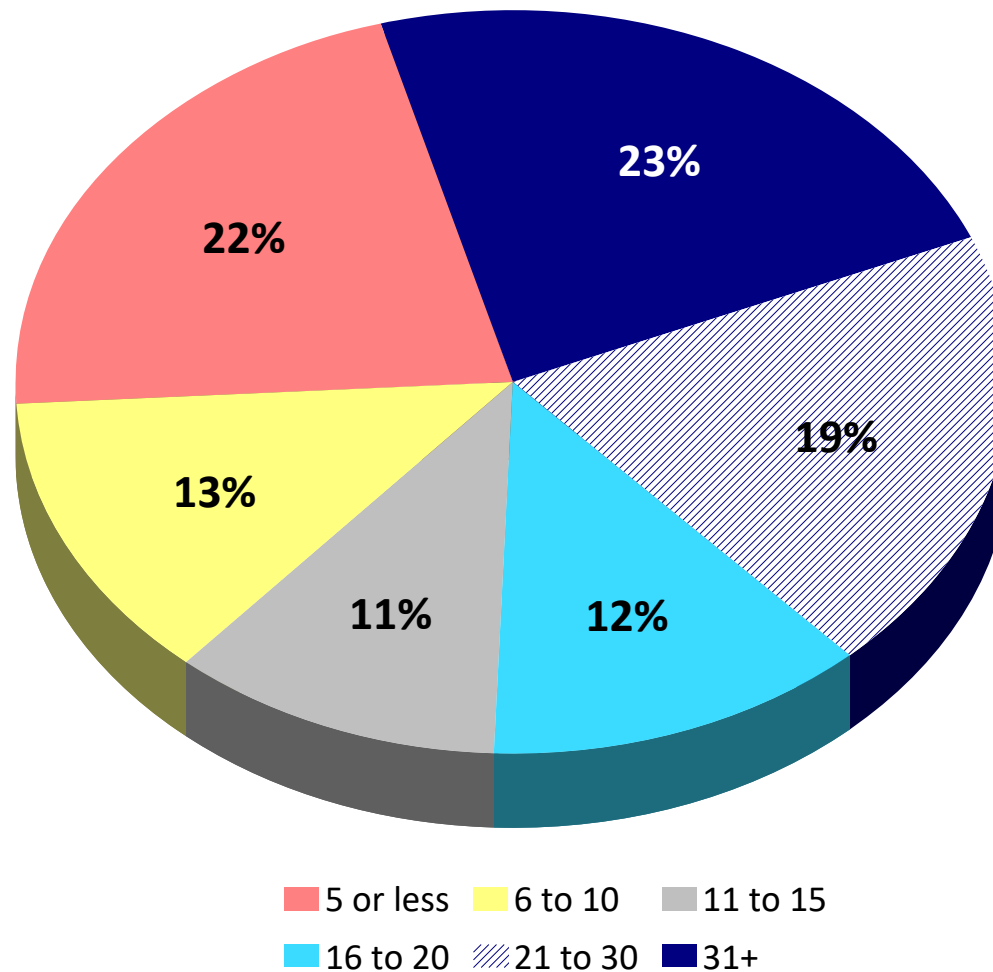
Q21a. Would you be willing to pay more in taxes or fees to support an increase in the service level?

by percentage of respondents



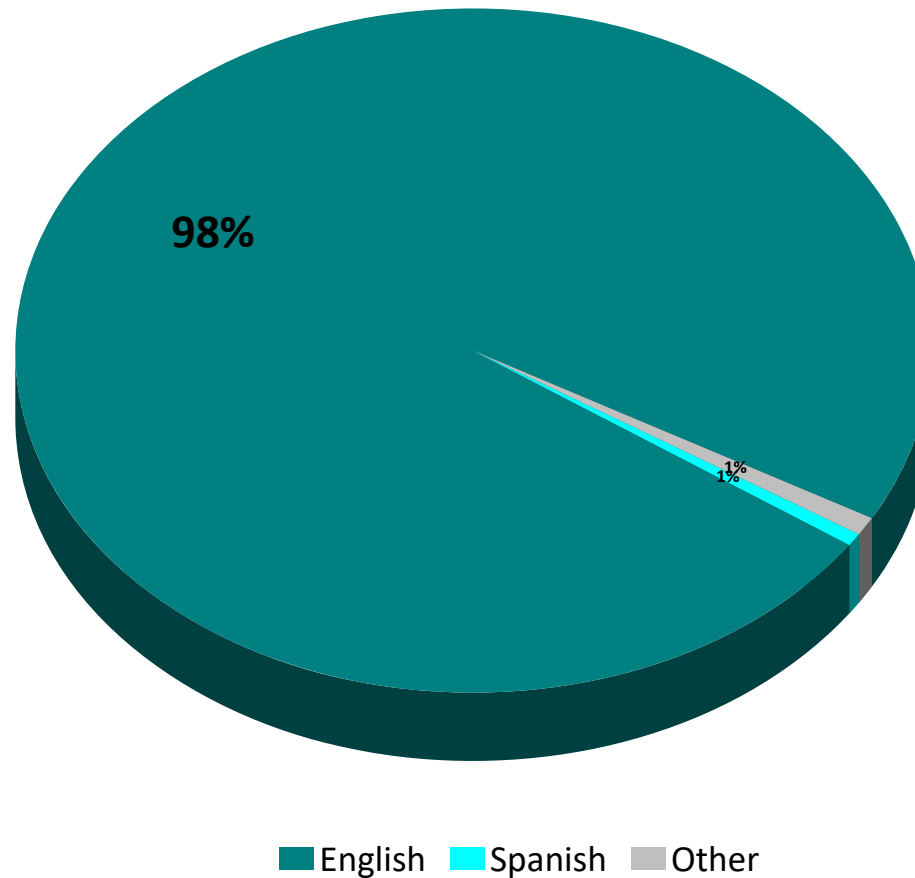
Q26. Demographics: Approximately how many years have you lived in Oregon City?

by percentage of respondents



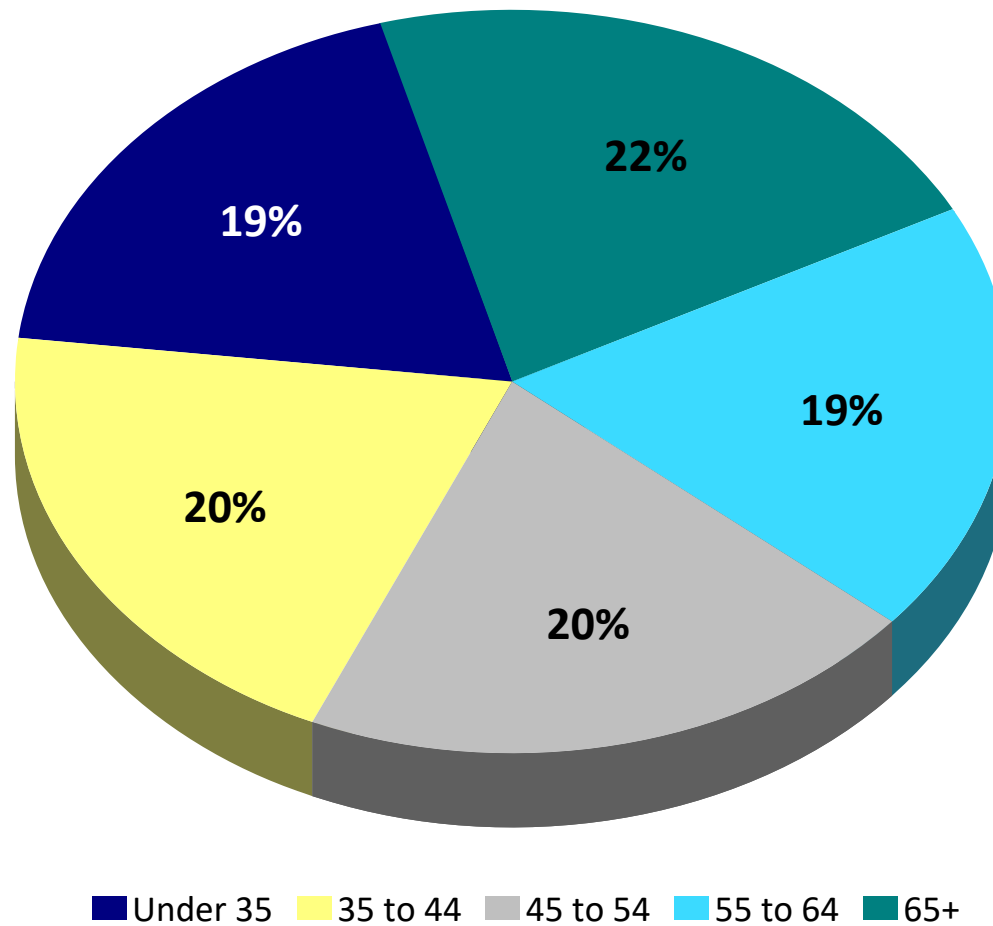
Q27. Demographics: What is the preferred language spoken in your home?

by percentage of respondents



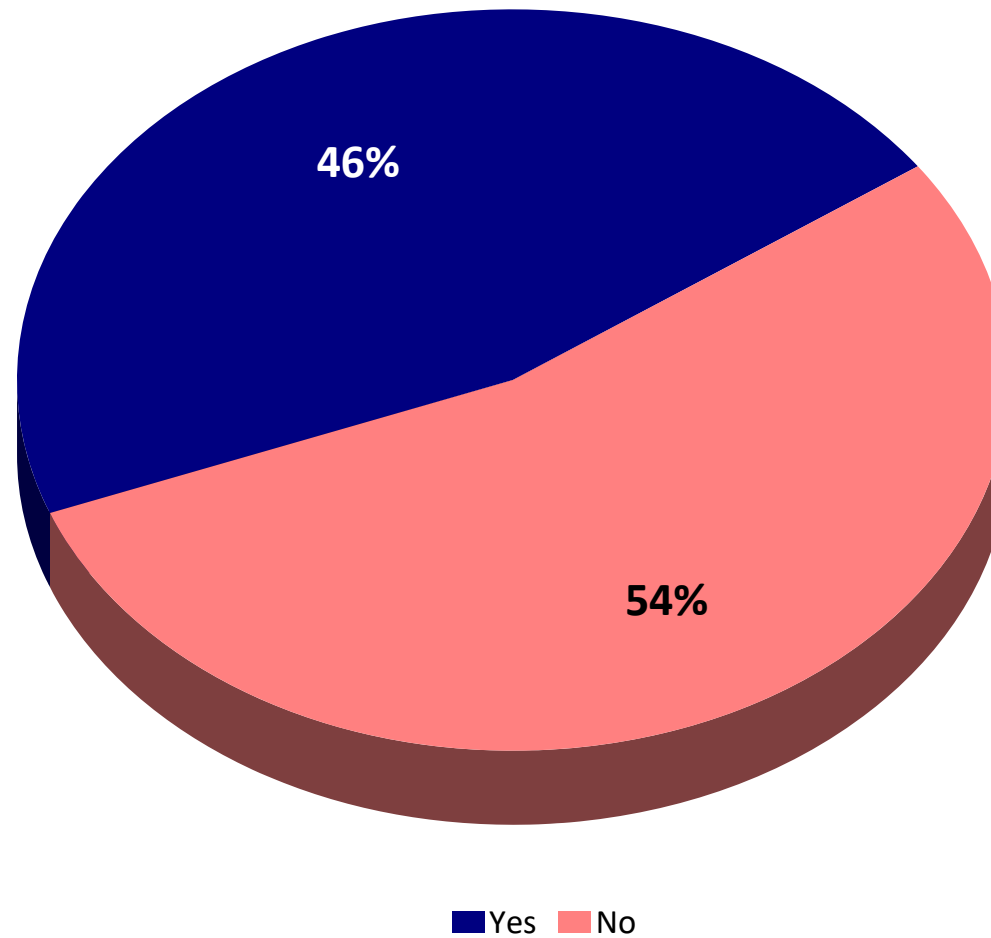
Q28. Demographics: Age of Respondent

by percentage of respondents



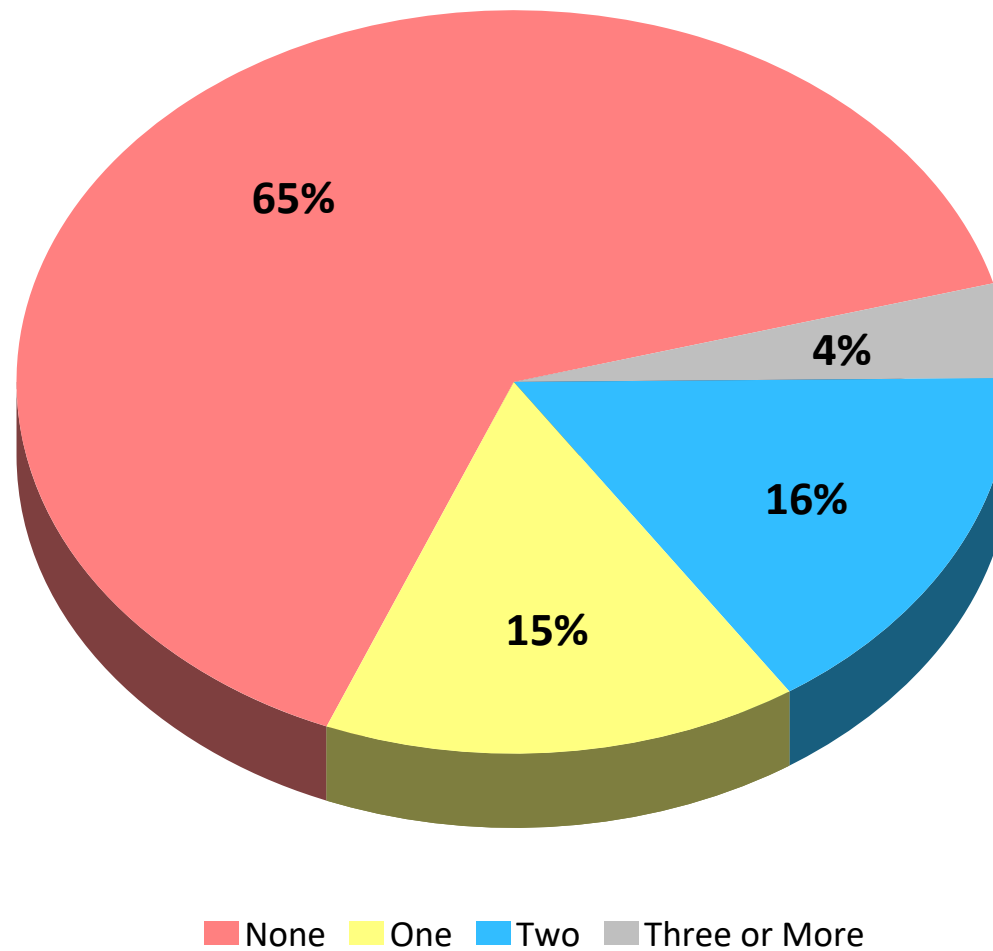
Q29. Do you work outside of Oregon City?

by percentage of respondents



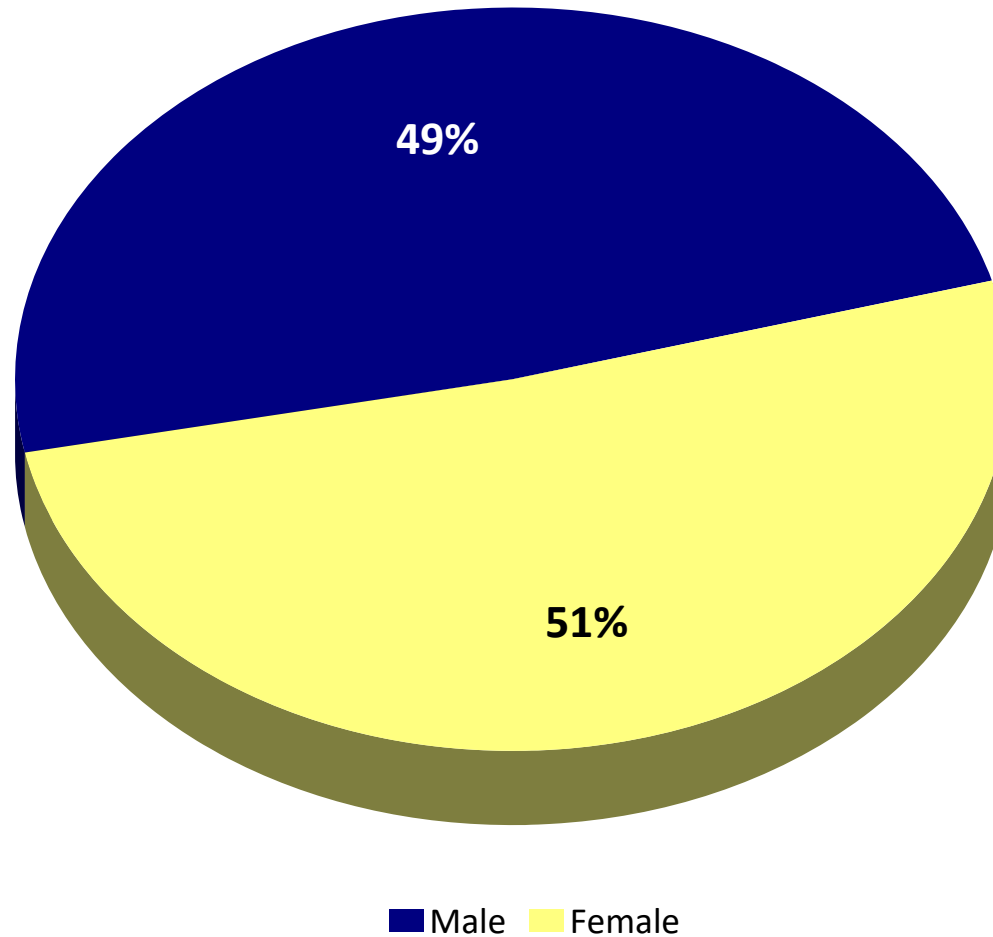
Q30. Demographics: How many children under age 18 live in your household?

by percentage of respondents



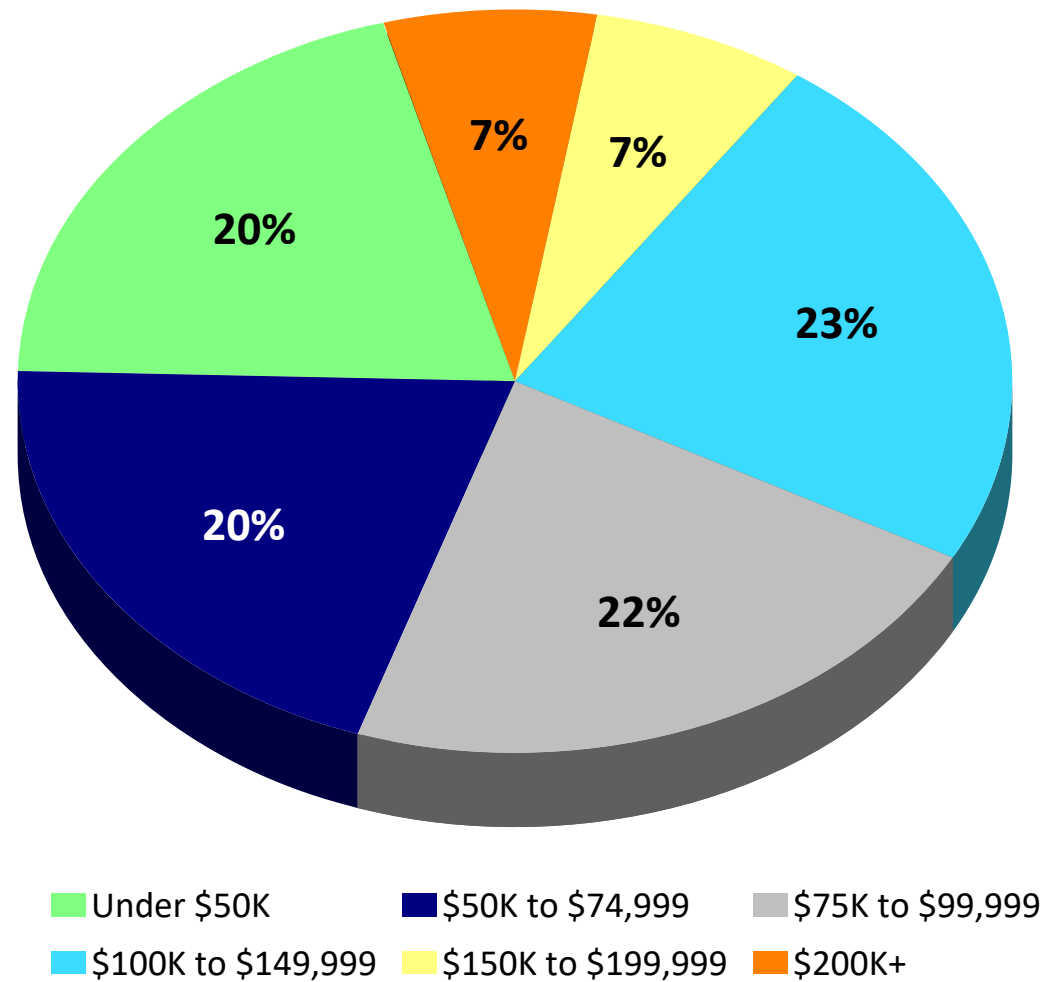
Q31. Demographics: Gender

by percentage of respondents



Q32. Demographics: Annual Household Income

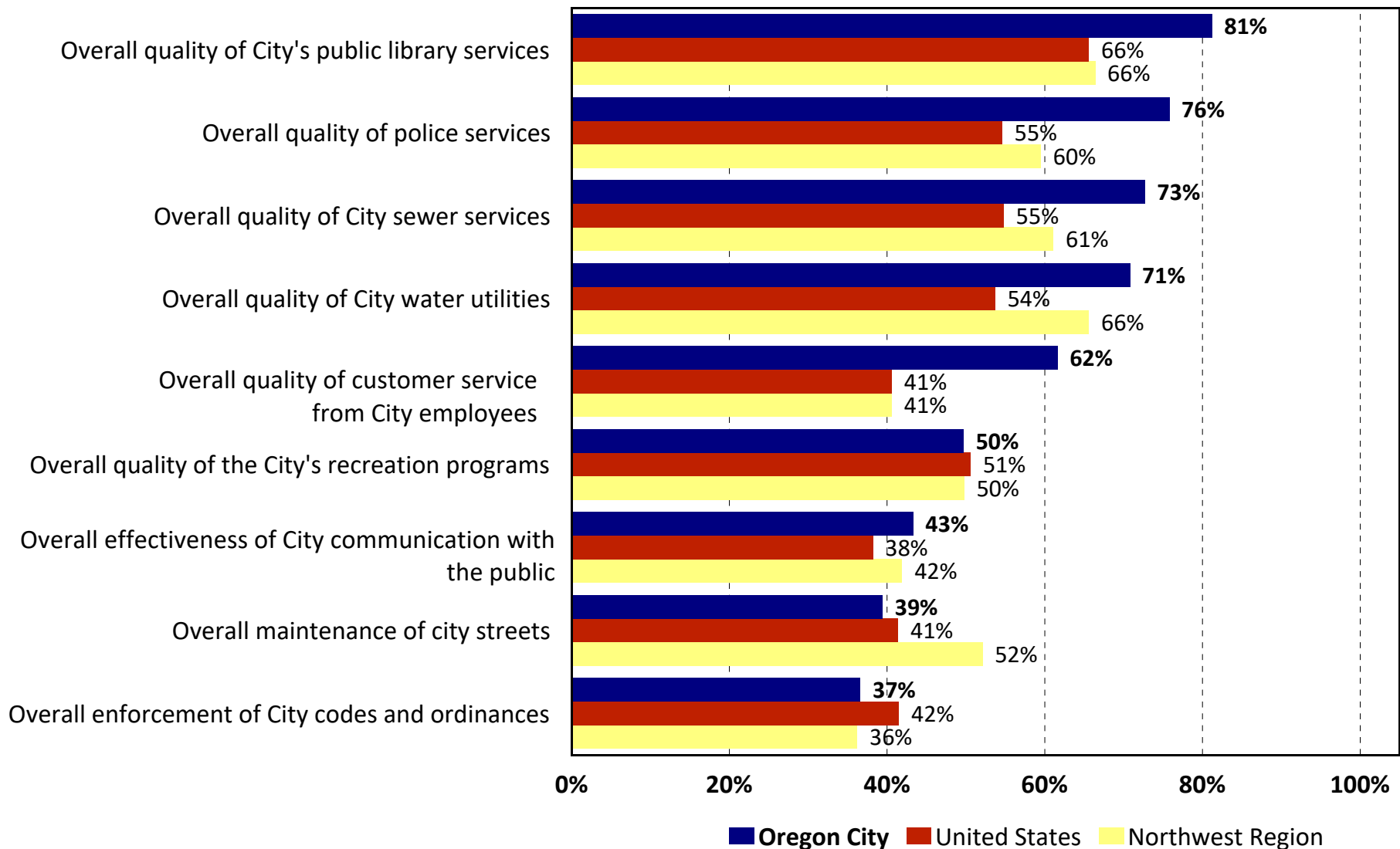
by percentage of respondents



Overall Satisfaction with Major Categories of City Services

Oregon City vs. United States vs. Northwest Region

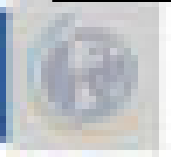
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)





Importance-Satisfaction Analysis

Importance-Satisfaction Analysis



Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the City to emphasize over the next two years. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "Don't know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

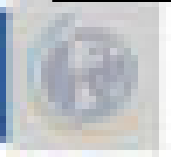
$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation

Respondents were asked to identify the major categories of City services that were most important to emphasize over the next two years. More than half (57.9%) of the respondent households selected *"overall maintenance of City streets"* as one of the most important services for the City to emphasize.

With regard to satisfaction, 39.4% of respondents surveyed rated *"overall maintenance of City streets"* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "don't know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example, 57.9% was multiplied by 60.6% (1-0.394). This calculation yielded an I-S rating of 0.3509, which ranked first out of thirteen major categories of City services analyzed.

Importance-Satisfaction Analysis



The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices of importance and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the three most important areas.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis (I-S > 0.20)
- Increase Current Emphasis (I-S = 0.10 - 0.20)
- Maintain Current Emphasis (I-S < 0.10)

Tables showing the results for the City of Oregon City are provided on the following pages.

2023 Importance-Satisfaction Rating

Oregon City, OR

Major Categories of City Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Overall maintenance of city streets	58%	1	39%	10	0.3509	1
Overall effectiveness of City economic development efforts	33%	4	29%	12	0.2309	2
High Priority (IS .10-.20)						
Overall enforcement of City codes and ordinances	25%	5	37%	11	0.1560	3
Overall effectiveness of City communication with public	24%	6	43%	8	0.1361	4
Overall quality of City parks/trails/open space	33%	3	66%	5	0.1115	5
Overall quality of the City's recreation programs	21%	7	50%	7	0.1051	6
Medium Priority (IS <.10)						
Overall quality of permit process	11%	9	25%	13	0.0840	7
Overall quality of police services	33%	2	76%	2	0.0808	8
Overall quality of City water utilities	13%	8	71%	4	0.0380	9
Overall quality of customer service from City employees	5%	11	62%	6	0.0204	10
Overall quality of Municipal Court Services	3%	12	42%	9	0.0179	11
Overall quality of City sewer services	7%	10	73%	3	0.0177	12
Overall quality of City's public library services	2%	13	81%	1	0.0028	13

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2023 Importance-Satisfaction Rating

Oregon City, OR

Public Library Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Events for seniors	19%	2	45%	10	0.1060	1
Medium Priority (IS <.10)						
Outreach-programs and/or services in the community	16%	5	41%	11	0.0922	2
Events for children	16%	4	48%	9	0.0826	3
Events for teens	13%	7	41%	12	0.0796	4
Library as a hub of community information	15%	6	52%	6	0.0707	5
Events for adults	13%	8	51%	7	0.0641	6
Selection of digital resources available online	18%	3	68%	3	0.0574	7
Selection of physical resources available	20%	1	78%	1	0.0431	8
Ease of booking meeting rooms	4%	11	49%	8	0.0196	9
Selection of reference and research tools	5%	10	62%	4	0.0190	10
Access to computers & library Wi-Fi	6%	9	68%	2	0.0178	11
Reader's Advisory (help finding something to read)	2%	12	56%	5	0.0093	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Library Board
From: Library Director Greg Williams

Agenda Date: 03/22/2023

SUBJECT:

2023/25 Budget Process Update

STAFF RECOMMENDATION:

n/a – Informational only

EXECUTIVE SUMMARY:

The Library Director will share updates on the 2023/25 budget process.

BACKGROUND:

Per Oregon City Municipal Code (OCMC) 2.44.030(D)(2), one of the Library Board's duties is to "[a]ssist in the preparation and presentation of the library's annual operating budget."

At the November 30, 2022 meeting of the Library Board, the Board established a Library Budget Preparation Committee to provide this assistance, and to bring information and recommendations regarding the upcoming budget request back to the full Library Board.

The Library Budget Preparation Committee met on January 13, 2023 and February 2, 2023 to learn more about library funding sources, expenses, and to discuss the Library's budget. During these meetings, committee members also discussed some overarching budget priorities, namely:

- Establish target General Fund support levels.
- Reduce current reliance on "on-call" positions by creating additional partially benefitted positions.
- Utilize the Library Fund balance over the next 10 years to provide a "glide path" towards target General Fund support levels.
- Eliminate fines as a budgeted revenue source in the library's operating budget.
- Address concerns about size of physical collection.

- Communicate need for long-term funding solutions, including potential successor Library District with a higher rate.

Because of the recent City computer network issues, the budget process and schedule has been significantly compressed; at the time of preparing this staff report, The Library Director does not know what will be presented as part of the final City budget proposal to the Budget Committee. The Library Director is providing the Library Board with the following documents that were submitted as part of the Library's initial departmental budget proposal, namely:

- Library District revenue estimates
- Materials and services budgetary proposals
- Capital spending proposals
- Staffing reconfiguration proposals
- General fund support proposals
- Library fund balance usage proposals

The Library Director is also including a memo that outlines some budgetary challenges and concerns.

If any additional budget information becomes available prior to the Library Board meeting, the Library will provide the Board with an update at the meeting.

OPTIONS:

1. n/a – Informational only

BUDGET IMPACT:

Amount: n/a

FY(s): n/a

Funding Source(s): n/a



Oregon City Public Library

Greg Williams, MLIS, Library Director
606 John Adams St | Oregon City OR 97045
Ph (503) 657-8269 ext 1010

MEMORANDUM

Date: 3/15/23

To: Matt Zook
Finance Director

CC: Tony Konkol
City Manager

Patrick Foiles
Human Resources Director

From: Greg Williams
Library Director

Re: Library Budgetary Needs

SUMMARY

This memo outlines some critical operational challenges the Library currently faces. More importantly, this memo outlines a 10-year proposal to gradually address several of these challenges, and to place the Library on more sustainable operational and financial footing for the next decade.

I am excited at the opportunity the FY 23-25 Budget Process presents to address some of these long-standing issues, and I am hopeful that the proposals I've outlined will be implemented in order to better ensure that we are providing Library services to our entire Library Service area, to ensure fairer and more equitable treatment of Library staff, to provide more stable and predictable Library funding, and to advance the conversation about the pressing need to put forward a ballot measure for a successor Library District.

LIBRARY INFORMATION & COMPARATIVE DATA

Service Area Population

The Oregon City Public Library (OCPL) is a member of the Libraries in Clackamas County (LINCC) Cooperative. Every LINCC library has a defined Library Service Area, most of which include both City and Unincorporated residents in varying percentages.

The OCPL has a service area which encompasses approximately 110 square miles (see map below).

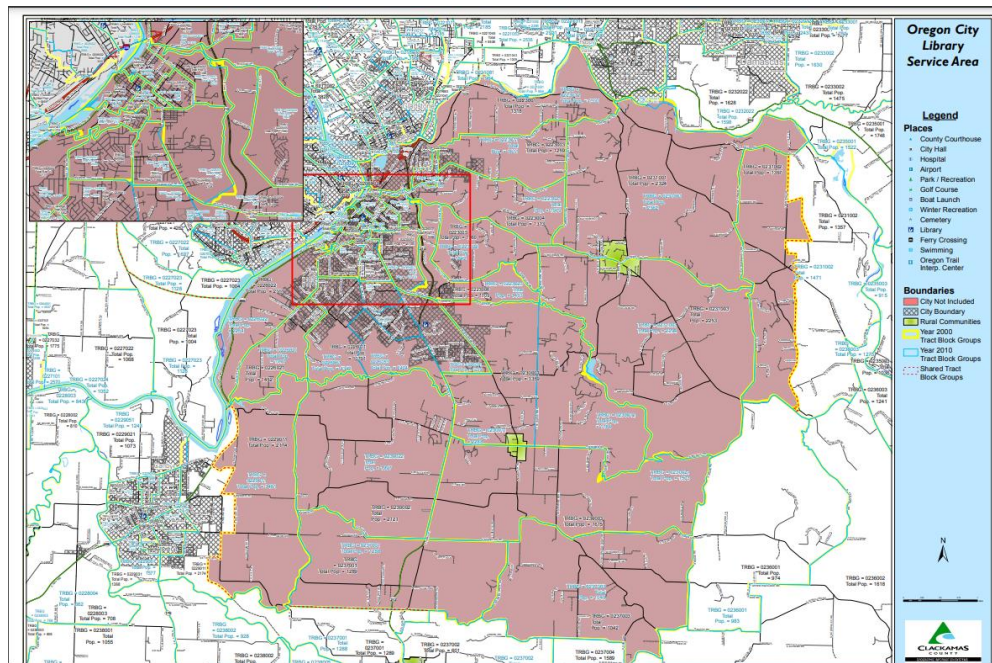


Figure 1 - OCPL Service Area Map

The OCPL Service Area Population (as of the latest data available from Clackamas County) was 61,161, with 37,737 City residents (62% of total population served) and 23,424 unincorporated residents (38% of total population served). To give a sense of the size of our unincorporated population, it is larger than the population of the City of Milwaukie (21,235). It is almost as large as the City of Happy Valley (25,738), the City of Wilsonville (27,186), or the City of West Linn (27,452).

Per the latest numbers available from Clackamas County, OCPL has the largest population served within the LINCC Cooperative:

2022 - LINCC

	Service Area Population
Oregon City	61,161
Happy Valley	61,093
Lake Oswego	44,567
Milwaukie	41,638
Oak Lodge	31,707
West Linn	30,268
Wilsonville	28,908
Sandy	28,041
Molalla	25,402
Canby	25,329
Gladstone	21,450
Estacada	19,475
Hoodland	5,741
	424,779

Figure 2 - Service area population of all LINCC Libraries

The OCPL service area population is also very large when compared with all public libraries in Oregon. In FY 21/22 (the most recent year for which statewide numbers are available), the OCPL service area ranked 13th largest out of 135 public libraries in Oregon. It should be noted, however, that each of the top 10 libraries by service area population size are multi-branch systems. When looking at single-branch libraries, OCPL has the third largest service area population in the state.

RANK	LIBRARY NAME	POPULATION SERVED	MULTIPLE BRANCHES
1	MULTNOMAH COUNTY LIBRARY	820,672	19 branches
2	JACKSON COUNTY LIBRARY SERVICES	223,827	15 branches
3	DESCHUTES PUBLIC LIBRARY DISTRICT	203,390	6 branches
4	SALEM PUBLIC LIBRARY	177,694	2 branches
5	EUGENE PUBLIC LIBRARY	175,626	3 branches
6	HILLSBORO PUBLIC LIBRARY	156,571	2 branches
7	BEAVERTON CITY LIBRARY	147,352	2 branches
8	CORVALLIS-BENTON COUNTY PUBLIC LIBRARY	84,654	4 branches
9	CEDAR MILL COMMUNITY LIBRARY	80,787	2 branches
10	KLAMATH COUNTY LIBRARY SERVICE DISTRICT	69,822	12 branches
11	TIGARD PUBLIC LIBRARY	65,076	
12	SPRINGFIELD PUBLIC LIBRARY	62,352	
13	OREGON CITY PUBLIC LIBRARY	61,161	
14	HAPPY VALLEY PUBLIC LIBRARY	60,990	
15	ALBANY PUBLIC LIBRARY	57,199	2 branches
16	LAKE OSWEGO PUBLIC LIBRARY	44,567	
17	LEDGING LIBRARY	41,638	
18	JOSEPHINE COMMUNITY LIBRARY DISTRICT	40,439	4 branches
19	TUALATIN PUBLIC LIBRARY	35,515	
20	MCMINNVILLE PUBLIC LIBRARY	34,251	

Figure 3 - Top service area populations for all Oregon public libraries

Library Revenue

In 2008, voters approved the creation of the Clackamas County Library District. District residents are assessed a rate of \$0.3974/\$1,000 AV for the support of library services. For a home assessed at \$400,000, the Library District tax is approximately \$159.

The Library District is an ORS 451 County Service District. The District rate is permanent, which means that while it does not need to be re-approved every 5 years (like a serial levy), the rate can never increase beyond \$0.3974/\$1,000 AV.

In the most recent full fiscal year (FY 21/22), the City received \$2,562,268 in Library District revenue, which represented 92.6% of OCPL's annual operating revenue. Of this annual Library District revenue, \$1,337,468 was paid by City residents (52.2% of total Library District revenue), while \$1,224,800 was paid by Unincorporated residents (47.8% of total Library District revenue).

The sources and amounts (percentages and dollars) of Library Funding for FY 21/22 are presented below.



Figure 4 - OCPL Revenue by source (FY 21/22)

Statewide, OCPL operating revenue per capita ranks 92nd out of 135 libraries, or the 32nd percentile. OCPL per capita operating revenue is 22% less than the statewide median, and 32% less than the statewide mean/average.

RANK	LIBRARY NAME	Population Served	Total library operating revenue	Total Operating Revenue Per Capita	PERCENTILE
83	WALLOWA PUBLIC LIBRARY	799	\$39,033	\$48.85	0.39
84	LANE LIBRARY DISTRICT	10,095	\$485,676	\$48.11	0.38
85	COOS BAY PUBLIC LIBRARY	28,817	\$1,373,048	\$47.65	0.38
86	KLAMATH COUNTY LIBRARY SERVICE DISTRICT	69,822	\$3,230,686	\$46.27	0.37
87	RAINIER CITY LIBRARY	1,913	\$86,998	\$45.48	0.36
88	JOSEPHINE COMMUNITY LIBRARY DISTRICT	40,439	\$1,823,725	\$45.10	0.35
89	SOUTHERN WASCO COUNTY LIBRARY	2,612	\$117,410	\$44.95	0.35
90	FOREST GROVE CITY LIBRARY	29,578	\$1,327,391	\$44.88	0.34
91	OAKLAND PUBLIC LIBRARY	932	\$41,782	\$44.83	0.33
92	OREGON CITY PUBLIC LIBRARY	61,161	\$2,737,481	\$44.76	0.32
93	NORTH POWDER CITY LIBRARY	681	\$30,386	\$44.62	0.32
94	STANFIELD PUBLIC LIBRARY	3,033	\$133,291	\$43.95	0.31
95	NORTH PLAINS PUBLIC LIBRARY	5,106	\$223,067	\$43.69	0.30
96	NYSSA PUBLIC LIBRARY	3,276	\$139,513	\$42.59	0.29
97	WOODBURN PUBLIC LIBRARY	26,250	\$1,117,325	\$42.56	0.29
98	SILETZ PUBLIC LIBRARY	2,770	\$113,851	\$41.10	0.28
99	MOLALLA PUBLIC LIBRARY	25,402	\$1,038,476	\$40.88	0.27
100	WALDPORT PUBLIC LIBRARY	7,239	\$294,515	\$40.68	0.26

Statewide Median Operating Revenue per Capita: \$57.31

Statewide Mean/Average Operating Revenue per Capita: \$66.00

Figure 5 - Per capita funding comparison (FY 21/22 State Library of Oregon data)

Library Expenditures

FY 21/22 operating expenditures (paid from the Library Fund) have been summarized and categorized in the chart below.

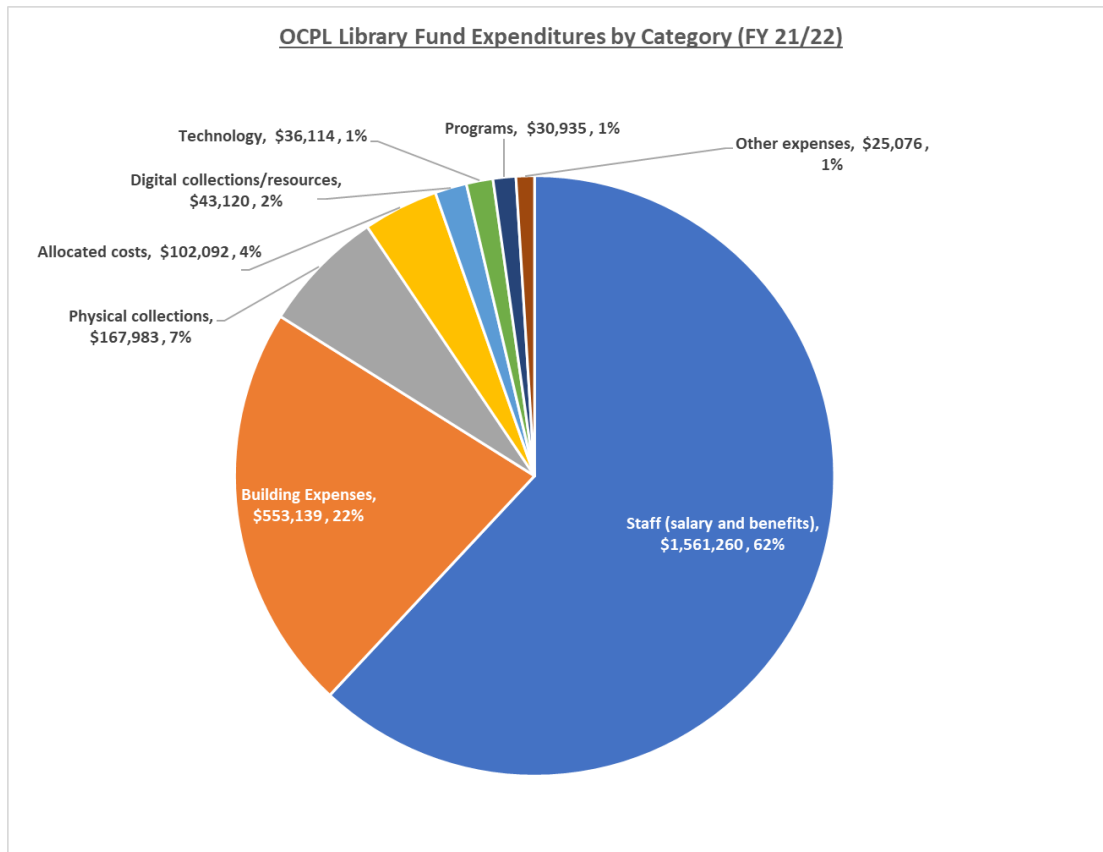


Figure 6 - FY 21/22 OCPL expenditures by category

There are several notable conclusions to draw from this chart.

- 1) The cost of the Library Building (including debt service, utilities, service contracts, maintenance, and a small annual capital reserve contribution) represents over 1/5th of expenditures from the Library's operating budget.
- 2) Allocated costs are the 4th largest expenditure by category, almost exceeding expenditures for the next three categories combined (which include core library services).
- 3) Staffing represents the largest percentage of expenditures; what is not readily apparent is that (by our rough estimates), approximately 25% of those costs (around \$400,000) are allocated to unbenefited, "on-call" employees. The significant operational impact of this reliance on "on-call" labor will be discussed later in this memo.

Staffing

Statewide, OCPL's paid staff per 1000 population served ranks 102nd out of 135, or the 25th percentile. OCPL's staffing level compared to population served is 32% lower than the statewide median, and 44% lower than the statewide mean/average.

RANK	Library Name	Population Served	Total paid staff	Total paid staff (FTE) per 1,000 population served	Percentile
87	HARRISBURG PUBLIC LIBRARY	3,658	1.9	0.52	0.36
88	SANDY PUBLIC LIBRARY	33,782	13.33	0.51	0.35
89	ALBANY PUBLIC LIBRARY	57,199	19.31	0.50	0.35
90	JEFFERSON COUNTY LIBRARY DISTRICT	24,889	11	0.48	0.34
91	SOUTHERN WASCO COUNTY LIBRARY	2,612	1.25	0.48	0.33
92	CANBY PUBLIC LIBRARY	25,329	9.03	0.47	0.32
93	KLAMATH COUNTY LIBRARY SERVICE DISTRICT	69,822	30.5	0.47	0.32
94	FERN RIDGE LIBRARY DISTRICT	14,132	5.57	0.46	0.31
95	COTTAGE GROVE PUBLIC LIBRARY	10,792	4	0.46	0.30
96	WOODBURN PUBLIC LIBRARY	26,250	8	0.46	0.29
97	MOLALLA PUBLIC LIBRARY	25,402	8.5	0.45	0.29
98	SHERIDAN PUBLIC LIBRARY	6,377	2.75	0.43	0.28
99	STANFIELD PUBLIC LIBRARY	3,033	1.25	0.41	0.27
100	SWEET HOME PUBLIC LIBRARY	9,893	3	0.40	0.26
101	MILTON-FREEWATER PUBLIC LIBRARY	9,847	3.93	0.40	0.26
102	OREGON CITY PUBLIC LIBRARY	61,161	18.25	0.40	0.25
103	F. MAXINE AND THOMAS W. COOK MEMORIAL LIBRARY	18,657	5.21	0.39	0.24
104	YONCALLA PUBLIC LIBRARY	1,036	0.4	0.39	0.24

Statewide Median FTE per 1,000 Pop. Served: **0.59**

Statewide Mean/Average FTE per 1,000 Pop. Served: **0.72**

Figure 7 – Paid staff per 1,000 population served (FY 21/22 State Library of Oregon data)

It should also be noted that a substantial portion of OCPL's FTE are unbenefitted, "on-call" staff. These staff are restricted to working no more than 19.5 hours/week, and do not qualify for many of the benefits enjoyed by regular-status/benefitted staff. In FY 21/22, the Library's budgeted FTE count was 18.25, with 7.5 of those FTE (or 41% of total FTE) being non-benefitted "on-calls". Gathering comparative data for benefitted vs. non-benefitted staff at other libraries is more challenging, however, we have been able to gather data from 5 LINCC peers.

Library name	Population served	Total paid staff	Benefitted FTE %	Non-benefitted FTE %
WILSONVILLE PUBLIC LIBRARY	28,923	16.36	96.8%	3.2%
LEDGING LIBRARY	41,763	18.25	95.1%	4.9%
LAKE OSWEGO PUBLIC LIBRARY	44,588	33.70	77.5%	22.5%
SANDY PUBLIC LIBRARY (incl. Hoodland)	33,913	13.33	74.7%	25.3%
OREGON CITY PUBLIC LIBRARY	61,311	18.25	58.9%	41.1%
MOLALLA PUBLIC LIBRARY	25,494	8.70	58.8%	41.2%

Figure 8 - Selected LINCC library staffing models

In this small sample, OCPL makes much heavier use of non-benefitted staff than other LINCC libraries who provided data. As will be discussed below, OCPL's reliance on so-called "on-call" staff is the most significant operational challenge facing the OCPL. It also brings up significant equity considerations.

Collection size

Statewide, OCPL's physical collection size per capita ranks 135th out of all 135 public libraries in Oregon. OCPL collection size per capita is 72% lower than the statewide median, and 83% lower than the statewide mean/average.

Rank	Library Name	Population Served	Total Physical Items	Total physical items per capita	Percentile
118	PENDLETON PUBLIC LIBRARY	23,662	48,118	2.03	0.13
119	SHERWOOD PUBLIC LIBRARY	24,595	49,963	2.03	0.13
120	HILLSBORO PUBLIC LIBRARY	156,571	313,654	2.00	0.12
121	CROOK COUNTY LIBRARY	25,482	50,009	1.96	0.11
122	JEFFERSON COUNTY LIBRARY DISTRICT	24,889	47,272	1.90	0.10
123	CLATSKANIE LIBRARY DISTRICT	6,214	11,440	1.84	0.10
124	OAKRIDGE PUBLIC LIBRARY	3,238	5,960	1.84	0.09
125	JACKSON COUNTY LIBRARY SERVICES	223,827	400,515	1.79	0.08
126	HAPPY VALLEY PUBLIC LIBRARY	60,990	108,092	1.77	0.07
127	CLACKAMAS COUNTY - OAK LODGE PUBLIC LIBRARY	31,707	53,857	1.70	0.07
128	SALEM PUBLIC LIBRARY	177,694	297,101	1.67	0.06
129	GLADSTONE PUBLIC LIBRARY	21,450	34,565	1.61	0.05
130	WEST SLOPE COMMUNITY LIBRARY	14,240	19,982	1.40	0.04
131	DESCHUTES PUBLIC LIBRARY DISTRICT	203,390	275,836	1.36	0.04
132	HERMISTON PUBLIC LIBRARY	27,144	35,098	1.29	0.03
133	LAKESIDE PUBLIC LIBRARY	14,549	18,723	1.29	0.02
134	ALOHA COMMUNITY LIBRARY	21,528	27,470	1.28	0.01
135	OREGON CITY PUBLIC LIBRARY	61,161	65,682	1.07	0.01

Statewide Median Physical Items per Capita: 3.88

Statewide Mean/Average Physical Items per Capita: 6.35

Figure 9 - Physical collection per capita (FY 21/22 State Library of Oregon data)

The reasons for this lowest-in-the-state metric are attributable to two primary factors:

- 1) While the building was expanded in 2016, the expanded facility is still quite small for the size of the service area it is meant to serve. OCPL's 0.34 square feet per capita ranks 129th out of 135 in the State (5th percentile). OCPL's square footage per capita is 61% lower than the statewide median, and 71% lower than the statewide mean/average.

Rank	Library Name	Population Served	Square Footage of Central Library	Total Square Footage of all Facilities	Total square feet per capita	Percentile
116	SHERIDAN PUBLIC LIBRARY	6,377	3,000	3,000	0.47	0.15
117	DESCHUTES PUBLIC LIBRARY DISTRICT	203,390	0	92,653	0.46	0.14
118	UMATILLA PUBLIC LIBRARY	10,364	4,720	4,720	0.46	0.13
119	ST. HELENS PUBLIC LIBRARY	14,560	6,570	6,570	0.45	0.13
120	WARRENTON COMMUNITY LIBRARY	6,352	2,780	2,780	0.44	0.12
121	LEDGING LIBRARY	41,638	18,095	18,095	0.43	0.11
122	WEST SLOPE COMMUNITY LIBRARY	14,240	6,142	6,142	0.43	0.10
123	CLATSKANIE LIBRARY DISTRICT	6,214	2,500	2,500	0.40	0.10
124	SANDY PUBLIC LIBRARY	33,782	11,620	13,529	0.40	0.09
125	SPRINGFIELD PUBLIC LIBRARY	62,352	24,910	24,910	0.40	0.08
126	MOLALLA PUBLIC LIBRARY	25,402	10,000	10,000	0.39	0.07
127	CEDAR MILL COMMUNITY LIBRARY	80,787	24,368	30,509	0.38	0.07
128	JUNCTION CITY PUBLIC LIBRARY	7,032	2,600	2,600	0.37	0.06
129	OREGON CITY PUBLIC LIBRARY	61,161	21,000	21,000	0.34	0.05
130	MULTNOMAH COUNTY LIBRARY	820,672	125,000	277,462	0.34	0.04
131	HAPPY VALLEY PUBLIC LIBRARY	60,990	18,300	18,300	0.30	0.04
132	CLACKAMAS COUNTY - OAK LODGE PU	31,707	8,722	8,722	0.28	0.03
133	JEFFERSON COUNTY LIBRARY DISTRICT	24,889	6,148	6,148	0.25	0.02
134	LAKE SIDE PUBLIC LIBRARY	14,549	3,500	3,500	0.24	0.01
135	GLADSTONE PUBLIC LIBRARY	21,450	5,100	5,100	0.24	0.01

Statewide Median square feet per Capita: 0.87

Statewide Mean/Average square feet per Capita: 1.19

Figure 10 - Facility size (square feet) per capita (FY 21/22 State Library of Oregon data)

The impact of the relatively small facility size is exacerbated by specific decisions made during the design and building of the 2016 expansion (for example, on space allocations, fixtures and furnishings, and overall design considerations such as an abundance of windows and a large open-air atrium) which reduced the space available for physical collections. The impact of the facility size is also exacerbated by changing operational realities (for example, post-COVID awareness of spacing needs related to public health, and growing needs to address safety, security, and visibility.)

- 2) Expenditures on physical collections are comparatively low. Statewide, OCPL ranks 97th out of 135 in per-capita expenditures on physical collections, or the 29th percentile. OCPL's per capita expenditures on physical collections are 31% lower than the statewide median, and 47% lower than the statewide mean/average.

Rank	Library Name	Population Served	Total physical collection expenditures per capita	Percentile
85	JOSEPHINE COMMUNITY LIBRARY DISTRICT	40,439	\$2.81	0.38
86	WALLOWA PUBLIC LIBRARY	799	\$2.77	0.37
87	CROOK COUNTY LIBRARY	25,482	\$2.74	0.36
88	COOS BAY PUBLIC LIBRARY	28,817	\$2.68	0.35
89	WALDPORT PUBLIC LIBRARY	7,239	\$2.57	0.35
90	HALSEY CITY LIBRARY	959	\$2.57	0.34
91	RAINIER CITY LIBRARY	1,913	\$2.56	0.33
92	HARRISBURG PUBLIC LIBRARY	3,658	\$2.54	0.32
93	LAKE COUNTY LIBRARY DISTRICT	8,177	\$2.54	0.32
94	ST. HELENS PUBLIC LIBRARY	14,560	\$2.54	0.31
95	MCMINNVILLE PUBLIC LIBRARY	34,251	\$2.43	0.30
96	ESTACADA PUBLIC LIBRARY	19,475	\$2.35	0.29
97	OREGON CITY PUBLIC LIBRARY	61,161	\$2.31	0.29
98	CLACKAMAS COUNTY - OAK LODGE PUBLIC LIBRARY	31,707	\$2.23	0.28
99	MARY GILKEY PUBLIC LIBRARY	2,698	\$2.22	0.27
100	FOREST GROVE CITY LIBRARY	29,578	\$2.21	0.26
101	STANFIELD PUBLIC LIBRARY	3,033	\$2.19	0.26
102	STAYTON PUBLIC LIBRARY	8,265	\$2.17	0.25

*Statewide Median Physical Collection Expenditures per Capita: **\$3.35***

*Statewide Mean/Average Physical Collection Expenditures per Capita: **\$4.34***

Figure 11 - Physical collection expenditures per capita (FY 21/22 State Library of Oregon data)

Given the comparatively low expenditures and collection size constraints, the Library staff has done a commendable job with maintaining higher-than-expected physical circulation rates. OCPL ranks 54th out of 135 in per capita circulation of physical materials, or the 60th percentile. OCPL's per capita circulation of physical materials is 17% higher than the statewide median, and 2% higher than the statewide average.

RANK	101 - Library Name	1001 - Population Served	627 - Total Circulation of Physical Items	PHYSICAL CIRC PER CAPITA	Percentile
24	BANDON PUBLIC LIBRARY	7,263	77,047	10.61	0.82
25	COQUILLE PUBLIC LIBRARY	4,710	49,638	10.54	0.81
26	MT. ANGEL PUBLIC LIBRARY	3,418	35,880	10.50	0.81
27	ENTERPRISE CITY LIBRARY	2,080	20,613	9.91	0.80
28	SEASIDE PUBLIC LIBRARY	7,157	70,024	9.78	0.79
29	LYONS PUBLIC LIBRARY	1,207	11,512	9.54	0.79
30	NEWBERG PUBLIC LIBRARY	25,376	241,874	9.53	0.78
31	EUGENE PUBLIC LIBRARY	175,626	1,609,726	9.17	0.77
32	AGNESS COMMUNITY LIBRARY DISTRICT	155	1,403	9.05	0.76
33	BANKS PUBLIC LIBRARY	6,474	56,565	8.74	0.76
34	CANBY PUBLIC LIBRARY	25,329	221,106	8.73	0.75
35	BROWNSVILLE COMMUNITY LIBRARY	1,705	14,376	8.43	0.74
36	WALLOWA PUBLIC LIBRARY	799	6,711	8.40	0.73
37	WEST SLOPE COMMUNITY LIBRARY	14,240	115,366	8.10	0.73
38	MONMOUTH PUBLIC LIBRARY	11,142	89,501	8.03	0.72
39	MCMINNVILLE PUBLIC LIBRARY	34,251	264,942	7.74	0.71
40	FOREST GROVE CITY LIBRARY	29,578	215,681	7.29	0.70
41	VERNONIA PUBLIC LIBRARY	2,403	17,492	7.28	0.70
42	TILLAMOOK COUNTY LIBRARY	27,628	196,054	7.10	0.69
43	DORA PUBLIC LIBRARY	963	6,616	6.87	0.68
44	SCIO PUBLIC LIBRARY	959	6,584	6.87	0.67
45	JOSEPH CITY LIBRARY	1,158	7,948	6.86	0.67
46	ALOHA COMMUNITY LIBRARY	21,528	145,943	6.78	0.66
47	NEWPORT PUBLIC LIBRARY	16,987	115,076	6.77	0.65
48	WILLAMINA PUBLIC LIBRARY	2,248	15,128	6.73	0.64
49	F. MAXINE AND THOMAS W. COOK MEMORIAL LIBRARY	18,657	123,761	6.63	0.64
50	LEBANON PUBLIC LIBRARY	19,122	124,759	6.52	0.63
51	SANDY PUBLIC LIBRARY	33,782	219,902	6.51	0.62
52	ADAMS PUBLIC LIBRARY	542	3,498	6.45	0.61
53	NORTH BEND PUBLIC LIBRARY	14,549	93,589	6.43	0.61
54	OREGON CITY PUBLIC LIBRARY	61,161	392,979	6.43	0.60
55	GILLIAM COUNTY LIBRARY	1,389	8,711	6.27	0.59
56	THE DALLES-WASCO COUNTY LIBRARY	21,943	137,234	6.25	0.59
57	COOS BAY PUBLIC LIBRARY	28,817	179,325	6.22	0.58

Figure 12 - Physical Circulation per capita (FY 21/22 State Library of Oregon data)

Statewide Median Physical Collection Circulation per Capita: **5.50**

Statewide Mean/Average Physical Collection Circulation per Capita: **6.28**

In addition, OCPL is able to accomplish this without excessive reliance on other LINCC libraries; our “borrowed vs. lent” ratio (which compares how many items we lend to other LINCC libraries to fill their patrons’ holds vs. how many items we borrow to fill our patrons’ holds). We aim for a 50:50 ratio of borrowed vs. lent; in FY 21/22, OCPL’s ratio was 52:48.

CURRENT OPERATIONAL CHALLENGES AND IMPACTS

The above data main is illustrative of the three main operational challenges the Library currently faces. These challenges, and the impact(s) they have on Library operations and service to the community are:

CHALLENGE #1 – Staffing model overly-reliant on “on-call” employees.

The Library’s current staffing model relies on excessive use of “on-call,” non-benefitted staff. Of the 18.25 current budgeted FTE, 7.5 are “on-call” staff, which translates to anywhere between 20 – 30 individual staff members.

DISCUSSION/IMPACT(S)

“On-call” is a misnomer; while the library profession does make use of on-call labor, the usual use of these employees is to provide staffing support on short notice when a regularly scheduled staff member calls in sick or is otherwise unavailable.

At OCPL, the majority of our “on-call” staff work a regular schedule, with the same shifts and duties on a week-to-week basis. The Library relies on these employees to ensure that essential core library services can be carried out on a daily basis. These employees provide the majority of staffing at every one of our public service desks (providing the full range of patron assistance and support) and perform the majority of materials handling (check-ins, check-outs, holds, shelving).

Because of a lack of funding, the Library has made increasing use of these non-benefitted on-call positions over the years, particularly since the expansion of the Library in 2016. The library deliberately limits on-call employees to less than 19.5 hours/week (in order to avoid the added costs of contractual benefits due to employees working 20 hours/week or more), and has historically paid these employees less than a represented equivalent would be paid (even though the scope of duties is identical). This pay inequity was addressed in 2022.

Because they are limited to 19.5 hours/week, on-call staff frequently piece together their income by taking shifts at multiple libraries. This has significant impacts on their availability to work at OCPL. In addition, many on-call staff are actively searching for full-time/benefitted positions; as a result, we frequently have the need to conduct recruitments to replace on-call employees who have secured better employment opportunities. These frequent recruitments tax the resources (financial and human) of both the Library and HR and (to a lesser degree) Finance, IT, and Facilities.

Piecing together a weekly work schedule with this excessive number of on-calls is a constant challenge and requires a significant time investment from the Library Operations Manager. Conservatively, the Library Operations Manager spends an average of 25% of her work time simply managing and adjusting the daily work schedule.

In addition, the Library only has two management positions (the Library Director and Operations Manager) the number of individual people being managed by 2 managers greatly exceeds usual/ideal

ratio of managers-to-staff. This management burden is also exacerbated by the fact that the Library has no dedicated administrative support position, as many other City departments do.

Finally, this staffing model raises significant equity concerns; while the City articulates goals to create career paths for employees to advance (and, in fact, this has been one of the potential goals identified in the City's recent DEI work), no such career path reasonably exists at the library; once an "on-call" reaches their maximum 19.5 hours/week, there is little (if any) opportunity for them to take subsequent steps along the Library Assistant career path, or into any position that provides at least some access to benefits).

Simply put, the current staffing model which requires constant infusion and replenishment of "on-call" staff is inefficient, inequitable, and unsustainable.

CHALLENGE #2 – A significant portion of Library operating revenue is allocated to facility costs

As shown in Figure 6 above, 22% of the Library's operating revenue is dedicated simply to costs associated with the Library building. This figure is, in fact, likely somewhat understated as there are additional costs historically associated with Facilities staffing (approximately \$30,000/year) that are not reflected in that total.

DISCUSSION/IMPACT(S)

Simply put, the Library's current revenue stream (which is 93% Library District distributions) is not sufficient to meet the operational needs of running a library to serve a population of 60,000 people as well as the debt service on the building.

Ballot Measure 3-435 stated "The City does not intend to raise taxes to raise taxes to fund the project, but rather plans to repay the \$6 million with existing revenue sources, including the Library District *and City funds.*" [emphasis added].¹ As far as can be determined, no specific level of General Fund debt service support was ever articulated or established. And while the City has provided some General Fund support since FY 15/16, the absolute amount has declined by some 25%. Of more concern, the amount of internal service charges allocated to the Library over the same period has increased by 1,882% (nearly 20 fold).

¹ In addition, it should be noted that Ballot Measure 3-435 was only presented to City voters; unincorporated residents of the Oregon City Library Service area were never asked if they supported using Library District funds (which were envisioned to support operating expenses, not capital projects) to fund facility expansion, particularly a single facility located in the upper NNW periphery of the service area. In FY 14/15, the Oregon City service area population was 56,622. Only 5,359 voters (all City residents) weighed in on Measure 3-435; the 3,616 "yes" votes represented only 6.4% of the entire Oregon City Library Service Area population.

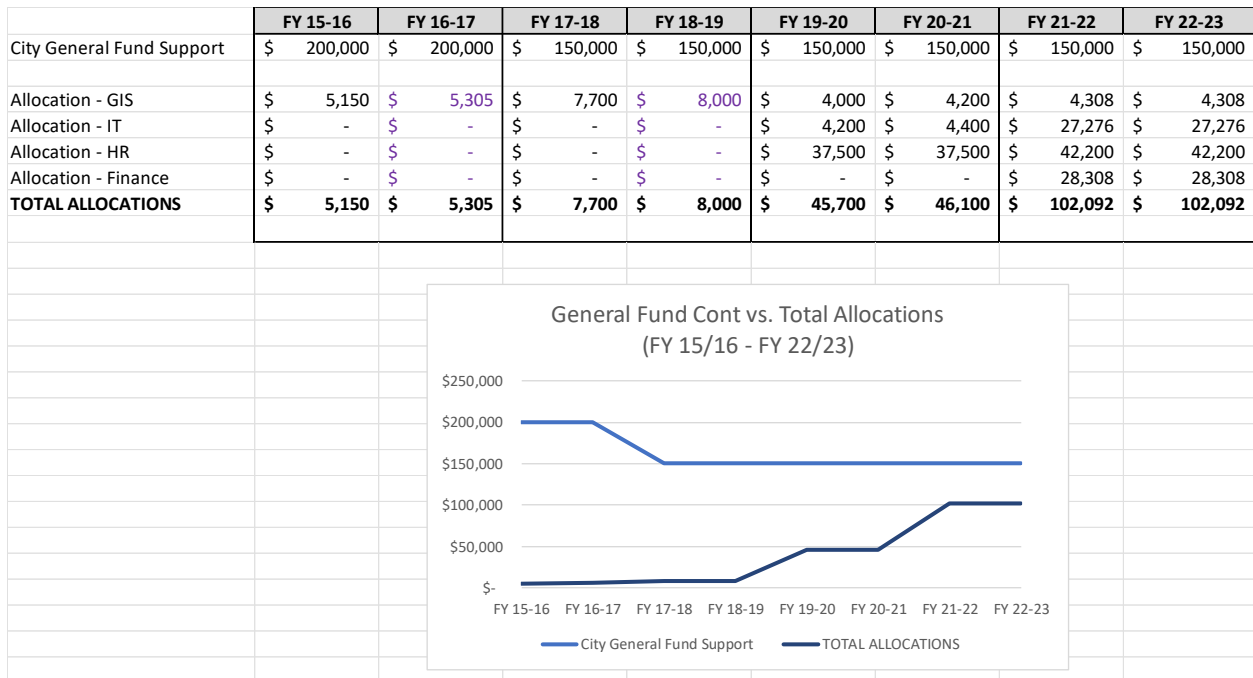


Figure 13 - Historical General Fund support and cost allocations

Library District dollars were never intended to be the sole source of revenue used to pay off construction debt. General Fund dollars were envisioned to supplement debt service, however, both the gross and net available General Fund support allocated to the Library has dropped significantly in a very short amount of time.

CHALLENGE #3 – The Library lacks the resources to adequately serve its entire service area population

As evidenced by the statistical data shared above, library resources (staffing, revenue, facility size, collections) are well below statewide per capita medians and averages.

DISCUSSION/IMPACT(S)

The effects of these resource constraints are significant and impact every facet of Library operations.

- We have neither sufficient nor stable staffing to provide programing and outreach our service area demands. This is particularly pronounced in the lack of capacity to bring services to the unincorporated portions of our service area.
- Under the current staffing model, it is a routine challenge to staff core Library functions (service desks, shelving, basic programming, facility usage, etc...)

- Library management spend an inordinate amount of time focusing on day-to-day emergencies and exigencies, rather than longer term strategic planning and implementation of tactical initiatives, review and improvement of internal procedures and processes, staff development and support, and outreach and community relationship building.
- The facility's size and layout constraints cause significant operational challenges, including overcrowding of staff areas and insufficient space for collections.
- The continuing inability to demonstrably and adequately serve outlying unincorporated areas (especially while maintaining a large, unexpended Library fund balance) raises questions amongst District stakeholders about whether or not OCPL's service area boundaries (particularly near Canby) should be redrawn and/or District dollars reallocated. While there is a high bar for making such a change, it is not impossible, and doing so (with the attendant loss of revenue) would be financially devastating for OCPL.

Simply put, the Library requires additional, stable resources to fulfill its obligations to the entire service area, and to ensure that staff have the resources and support they need to perform and thrive.

PROPOSALS

In order to address some of these challenges, we are proposing the following:

1) Change the OCPL staffing model to not be dependent on non-benefitted "on-call" employees

Our biennial budget request minimally increases total FTE by 0.25; more significantly, however, it begins the process of shifting the OCPL staffing model from excessive reliance on "on-call" employees to a more sustainable model where a larger proportion of our employees can consider OCPL their main (or only) employer and qualify for some level of benefits. This will greatly stabilize daily operations at the Library, make it easier to staff service desks, improve the level of core services (collection development, programming, and outreach), and minimize the excessive current administrative burden (and costs, both financial and opportunity) of coordinating such a large and constantly-changing workforce.

In addition, the envisioned staffing model provides much more of a "career path" for employees, who (as vacancies occur) will have the opportunity to advance through different classifications as they gain experience. This career path opportunity has preliminarily been identified as a goal of the City's ongoing DEI (Diversity, Equity, and Inclusion) work:

Strategic Priority #2	Strengthen approach to talent recruitment, selection, development, and retention.
Initiative C	Support employee and organization growth through career development opportunities and understanding the various needs of employees.

Figure 14 - Proposed initiative from City's draft DEI plan

This staffing model change will also help the Library address feedback from the most recent City Satisfaction Survey; many of the areas of focus desired by the community pertain to programming (for various age groups) and outreach, both of which cannot be improved/increased (while maintaining levels in other areas) without adequate staff resources.

Q18. Public Library Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices

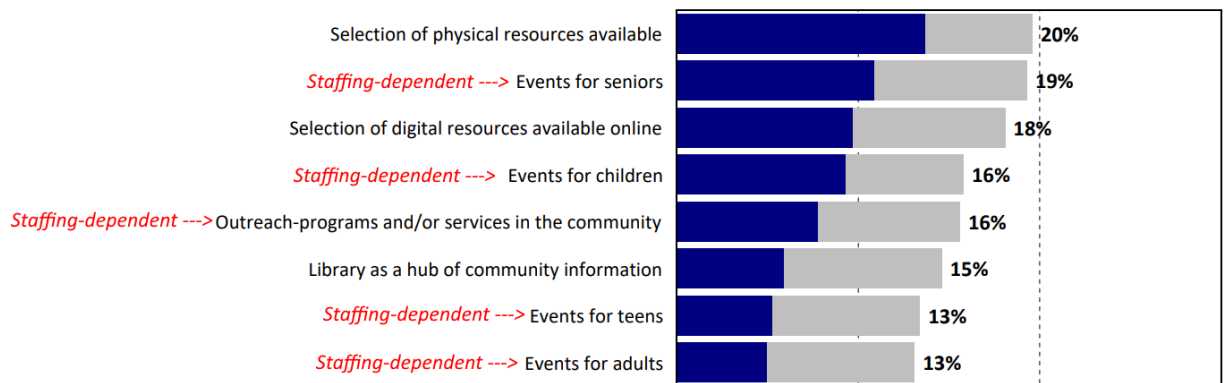


Figure 15 - 2023 City Satisfaction Survey results

In addition, the staffing model reconfiguration will notably increase the stability and availability of staff resources within our Youth Services department, which is the area which experienced the biggest decline in satisfaction since 2018.



Figure 16 - Satisfaction with Youth events

Our budget proposal seeks to phase in 8 benefitted or partially-benefitted positions (at different classifications) over the biennium, as follows:

FY	DEPARTMENT	HRS/WEEK	FTE CT	POSITION	BEN. TIER
FY 23-24	CIRC	30	0.75	LA2	75%
FY 23-24	YS	40	1	LIB1	100%
FY 23-24	YS	30	0.75	LA2	75%
FY 23-24	YS	30	0.75	LA2	75%
FY 24-25	AS	30	0.75	LA2	75%
FY 24-25	CARNEGIE	30	0.75	LA2	75%
FY 24-25	CIRC	26	0.65	LA1	50%
FY 24-25	CIRC	26	0.65	LA1	50%

Figure 17 – Proposed staffing recharacterizations

In addition, the Library is proposing a 10-year funding strategy to accommodate the increased benefits costs of these recharacterized positions (see discussion below)

- 2) *Establish target General Fund support levels to provide Library with a greater degree of budgetary certainty, especially when it comes to long-term planning.*

The Library is proposing two budgetary targets for General Fund support

1. A **temporary** subsidy of the Library's debt service payment of \$175,000 annually. This subsidy would only be granted during the term of the current Library bond (set to be paid off in 2034). This amount is proposed for the following reasons:
 - a. Ballot Measure 3-435 indicated that the City "plans to repay the \$6 million with existing revenue sources, including the Library District and City funds." This target level seeks to formalize the level of City support indicated in the Ballot Measure.
 - b. Only City voters (via Ballot Measure 3-435) authorized the use of Library District funds to pay building expansion debt service. Unincorporated residents derive much less benefit from a facility located in the upper NNW periphery of the Library's service area.
 - c. The unincorporated population contributes approximately 45% of total property tax revenues which support the Library; this temporary subsidy amount is approximately equal to 45% of current debt service.ⁱ

2. An **ongoing** General Fund operational equivalent to 15% (gross) of estimated annual District revenues.
- The City would “ramp up” to this level of support over a 10-year period (see attached).
 - Allocated costs would be taken from this General Fund operational support; it is anticipated that gross general fund support would always exceed cost allocations, which demonstrates to all stakeholders the City’s efforts to respect the intent and wording of Measure 3-310 and the Library District IGA.
 - Having an established target level of support provides some much-needed certainty for the Library. In the absence of any sort of established support target, it is extremely difficult for the Library to contemplate, design, or implement any plans intended to last beyond the end of the current biennium.
 - It is estimated that this target level would provide a needed degree of operational support and not be in danger of being entirely consumed by allocated costs (even as they inevitably rise).
 - This level of subsidy would substantially equalize the per capita contribution of City residents and unincorporated residents within the Library Service area. See below for a comparison on the actual per capita support levels (based on FY 21-22 revenues) and hypothetical per capita support levels with a 15% General Fund support rate.

FY 21-22 MAJOR REVENUES BY RESIDENCE AREA							
Residence Area	Residence Area Population	% of Total Population Served	Library District Distributions	City General Fund	Revenue Total	% of Total Revenue Contribution	Per Capita Revenue
City	35,885	58.5%	\$ 1,337,468.00	\$ 150,000.00	\$ 1,487,468.00	54.84%	\$ 41.45
Unincorporated	25,426	41.5%	\$ 1,224,800.00	\$ -	\$ 1,224,800.00	45.16%	\$ 48.17

Figure 18 - Current per capita tax revenue support

FY 21-22 MAJOR REVENUES BY RESIDENCE AREA (@ 15% GENERAL FUND OPERATIONAL SUPPORT)							
Residence Area	Residence Area Population	% of Total Population Served	Library District Distributions	City General Fund	Revenue Total	% of Total Revenue Contribution	Per Capita Revenue
City	35,885	58.5%	\$ 1,337,468	\$ 384,340	\$ 1,721,808	58.43%	\$ 47.98
Unincorporated	25,426	41.5%	\$ 1,224,800	\$ -	\$ 1,224,800	41.57%	\$ 48.17

Figure 19 - Per capita tax revenue support (proposed)

- “Ramping up” to this level of General Fund support is a key component of the Library’s plan to implement a sustainable, equitable staffing model.

3) Utilize approximately \$1.65 million of unexpended operating funds to “ramp up” to target general fund support levels.

Due to past budgeting practices, the Library Fund balance has grown to approximately \$4 million and is comprised largely (if not entirely) of Library District dollars. These funds were originally approved by District voters (Measure 3-310 in 2008) to support ongoing Library services.

Furthermore, the District IGA states that “The Library Cities will use District revenue to provide public library service, and shall expend the entire library revenue paid under this Agreement in accordance with the purpose for which it was provided...” Having this amount of unexpended District operating dollars is problematic in terms of voter intent, IGA compliance, and public perception.

In order to help the City “ramp up” to the proposed level of General Fund support, and to expend some of these unexpended operating funds, the Library is proposing to spend \$1.65 million of this fund balance over the next 10 years. Even after these funds are expended, we estimate the Library Fund balance will be approximately \$2.4 million, which is a sufficient reserve to ensure fund cash flow needs and operating contingencies.

4) Work with the City Commission to build support for a successor Library District with a higher rate.

Oregon City is not unique in the financial pressures it is facing. Expenses continue to rise faster than the growth in property tax revenue, which puts pressure on all tax-based revenue streams, particularly on unrestricted general fund revenues. At the same time, community service expectations and needs continue to increase, yet the resources required to meet those needs are in short supply.

While the Library District provides a stable source of revenue, it was never intended to support (nor is it capable of supporting) every library’s operational and capital needs, nor can it provide any funding for vital centralized services (which are in danger of being cut due to do financial pressures at the County).

As far back as 2018, LINCC library directors realized that the only viable solution to the current and pending financial and operational challenges faced by libraries is to ask voters to approve a successor library district with a higher millage rate. It was anticipated that the Library District Task Force (formed in 2020) would have eventually made such a recommendation, however, due to the COVID pandemic, that group’s work was halted after a single meeting and has never resumed (nor is it likely to, at least as originally contemplated).

As of 2020, there were a total of 13 Library districts in Oregon created since 2000. Of those, LINCC's rate of \$0.3974 per \$1,000 AV ranks 9th out of 13th. There are only 4 library districts with populations served over 175,000 people; Clackamas County's permanent rate is the lowest of all these districts.

DISTRICT	POPULATION SERVED (2020)	YEAR FORMED	DISTRICT TYPE	TAX RATE (per \$1,000 AV)
Multnomah County Library District (Multnomah)	821,730	2013	County Service	\$1.2400
Jackson County Library District (Jackson)	221,290	2014	Special	\$0.6000
Deschutes Public Library District (Deschutes)	193,000	1998	Special	\$0.5500
Library District of Clackamas County (Clackamas)	422,855	2008	County Service	\$0.3974

Figure 20 - Library District rates (>175,000 pop. served)

The proposal we have outlined will help the Library in the intermediate term; a more permanent fix can only come through a new district with a higher rate (the rate of the current district cannot be changed). We would urge the City Commission to formally support any and all efforts to evaluate the future needs of Clackamas County libraries, and support a new District whose rate will adequately fund the operational, capital, and centralized service needs of the District.

ⁱ It should also be noted that prior to the Ballot Measure, the Library had "saved up" approximately \$4 million in District and one-time funds from Clackamas County (derived from County General Fund revenues) as a "down payment" on the construction project. Assuming a similar 40% rate of unincorporated contributions to total District revenues and County general funds, unincorporated residents funded approximately \$1.6 million of the down payment.

Given historical funding levels and using current levels of City net general fund support of the Library, we estimate City General Funds eventually will have contributed approximately 17% of debt service, or around \$1.4 million (not including any maintenance or other ongoing building expenses). When it comes to all construction costs, City General funds will have accounted for an estimated 12% of total expenditures.

					\$ 580,100		FY01	FY02
PROJ	DEPT/AREA	PROJ TITLE	DESCRIPTION	FY	ESTIMATED COST	CATEGORY	\$285,100	\$295,000
FY01-01	AS	Study Table Seating Upgrade	Upgrade study seating (similar to Carnegie)	FY01	\$ 7,700	310-320-7054 EQUIPMENT		
FY01-02	AS	Laptop Bar Seating	Upgrade study seating (similar to Carnegie)	FY01	\$ 3,400	310-320-7054 EQUIPMENT		
FY01-03	TEEN	Room 208 - Sound	Install sound baffling on the common wall with the Conference Room.	FY01	\$ 7,500	310-320-7032 BUILDING IMPROVEMENTS		
FY01-04	1ST FLOOR	Room 112 - Reconfigure	Reconfigure Room 112 (studio) into functional office/workspace	FY01	\$ 20,000	310-320-7032 BUILDING IMPROVEMENTS		
FY01-05	LOBBY	New Item Shelving	Purchase shelving to permit location of new items in lobby	FY01	\$ 30,000	310-320-7054 EQUIPMENT		
FY01-06	HOLDS	Community Materials	Purchase shelving for display of Communiyt Materials	FY01	\$ 10,000	310-320-7054 EQUIPMENT		
FY01-07	HOLDS	Art Display	Purchase mobile art display walls	FY01	\$ 5,000	310-320-7054 EQUIPMENT		
FY01-08	VEHICLE	Vehicle Match	We will request Foundation fundraise for outreach vehicle. We want to be able to match funds.	FY01	\$ 100,000	310-320-7054 EQUIPMENT		
FY01-09	YS	Desk shelving	Install shelving in YS Desk area	FY01	\$ 10,000	310-320-7054 EQUIPMENT		
FY01-10	CARNEGIE	Desk reconfiguration	Add shelving, barriers to make desk more functional.	FY01	\$ 35,000	310-320-7054 EQUIPMENT		
FY01-11	TEEN	Teen Room Reconfig	Reconfigure teen Area to make it more inviting/usable.	FY01	\$ 30,000	310-320-7054 EQUIPMENT		
FY01-12	BASEMENT	Storage	Reconfigure basement storage area into usable space	FY01	\$ 25,000	310-320-7032 BUILDING IMPROVEMENTS		
FY01-13	YS	Couch	Couch in peanut needs replaces	FY01	\$ 1,500	310-320-7054 EQUIPMENT		
FY02-01	CARNEGIE/LOBBY	Floor	Reinstall Flooring in Carnegie and Lobby	FY02	\$ 125,000	310-320-7032 BUILDING IMPROVEMENTS		
FY02-02	LOCKER	Book Locker Match	We will ask Foundation to fundraise for book lockers. We want to be able to match funds.	FY02	\$ 100,000	310-320-7054 EQUIPMENT		
FY02-03	AS	Additional book shelving	Add capacity for adult collection	FY02	\$ 30,000	310-320-7054 EQUIPMENT		
FY02-04	YS	Additional book shelving	Add capacity for Youth collection	FY02	\$ 30,000	310-320-7054 EQUIPMENT		
FY02-05	ROOF	Solar Batteries	Per Facilities, batteries in solar panels need to be repalced	FY02	\$ 10,000	310-320-7032 BUILDING IMPROVEMENTS		

DEPARTMENT	HRS/WEEK	FTE CT	POSITION	BEN. TIER	FY 23/24 Total (Sal + Ben)	FY 24/25 Total (Sal + Ben)	FY 25/26 Total (Sal + Ben)	FY 26/27 Total (Sal + Ben)	FY 27/28 Total (Sal + Ben)	FY 28/29 Total (Sal + Ben)	FY 29/30 Total (Sal + Ben)	FY 30/31 Total (Sal + Ben)	FY 31/32 Total (Sal + Ben)	FY 32/33 Total (Sal + Ben)
AS	30	0.75	LA2	75%	\$ 80,219	\$ 83,480	\$ 86,396	\$ 89,418	\$ 92,553	\$ 95,804	\$ 99,176	\$ 102,674	\$ 106,304	\$ 110,069
YS	40	1	LIB1	100%	\$ 117,637	\$ 122,374	\$ 126,608	\$ 130,980	\$ 135,512	\$ 140,210	\$ 145,081	\$ 150,130	\$ 155,366	\$ 160,796
YS	30	0.75	LA2	75%	\$ 80,219	\$ 83,480	\$ 86,396	\$ 89,418	\$ 92,553	\$ 95,804	\$ 99,176	\$ 102,674	\$ 106,304	\$ 110,069
YS	30	0.75	LA2	75%	\$ 80,219	\$ 83,480	\$ 86,396	\$ 89,418	\$ 92,553	\$ 95,804	\$ 99,176	\$ 102,674	\$ 106,304	\$ 110,069
CARNEGIE	30	0.75	LA2	75%	\$ 80,219	\$ 83,480	\$ 86,396	\$ 89,418	\$ 92,553	\$ 95,804	\$ 99,176	\$ 102,674	\$ 106,304	\$ 110,069
CIRC	30	0.75	LA2	75%	\$ 80,219	\$ 83,480	\$ 86,396	\$ 89,418	\$ 92,553	\$ 95,804	\$ 99,176	\$ 102,674	\$ 106,304	\$ 110,069
CIRC	26	0.65	LA1	50%	\$ 61,851	\$ 64,344	\$ 66,545	\$ 68,828	\$ 71,194	\$ 73,646	\$ 76,188	\$ 78,822	\$ 81,553	\$ 84,384
CIRC	26	0.65	LA1	50%	\$ 61,851	\$ 64,344	\$ 66,545	\$ 68,828	\$ 71,194	\$ 73,646	\$ 76,188	\$ 78,822	\$ 81,553	\$ 84,384
INITIAL ADDITIONAL STAFF COSTS					\$ 642,431	\$ 668,463	\$ 691,680	\$ 715,729	\$ 740,665	\$ 766,521	\$ 793,336	\$ 821,146	\$ 849,991	\$ 879,911
SAVINGS FROM ON-CALLS NO LONGER NEEDED					\$ (251,781)	\$ (259,335)	\$ (267,115)	\$ (275,128)	\$ (283,382)	\$ (291,883)	\$ (300,640)	\$ (309,659)	\$ (318,949)	\$ (328,517)
NET ADD TO ANNUAL BUDGET REQUEST					\$ 390,650	\$ 409,128	\$ 424,565	\$ 440,601	\$ 457,283	\$ 474,638	\$ 492,696	\$ 511,487	\$ 531,042	\$ 551,394
ESTIMATED LIB. DISTRICT DISTRIBUTION					\$ 2,722,875	\$ 2,797,754	\$ 2,874,692	\$ 2,953,746	\$ 3,034,974	\$ 3,118,436	\$ 3,204,193	\$ 3,292,308	\$ 3,382,847	\$ 3,475,875
TARGET GF DEBT SUBSIDY (TEMPORARY) *					\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
TARGET GF OPERATIONAL SUPPORT (ONGOING) **					\$ 408,431	\$ 419,663	\$ 431,204	\$ 443,062	\$ 455,246	\$ 467,765	\$ 480,629	\$ 493,846	\$ 507,427	\$ 521,381
TOTAL TARGET GF SUPPORT					\$ 583,431	\$ 594,663	\$ 606,204	\$ 618,062	\$ 630,246	\$ 642,765	\$ 655,629	\$ 668,846	\$ 682,427	\$ 696,381
LIBRARY FUND BALANCE CONTRIBUTION ***					\$ (325,000)	\$ (287,500)	\$ (250,000)	\$ (212,500)	\$ (175,000)	\$ (137,500)	\$ (100,000)	\$ (62,500)	\$ (100,000)	\$ -
TOTAL GROSS GF REQUEST					\$ 258,431	\$ 307,163	\$ 356,204	\$ 405,562	\$ 455,246	\$ 505,265	\$ 555,629	\$ 606,346	\$ 582,427	\$ 696,381
ESTIMATED ALLOCATED COSTS					\$ (127,197)	\$ (133,557)	\$ (140,235)	\$ (147,246)	\$ (154,609)	\$ (162,339)	\$ (170,456)	\$ (178,979)	\$ (187,928)	\$ (197,324)
TOTAL "NET" GF SUPPORT TO LIB					\$ 131,234	\$ 173,606	\$ 215,969	\$ 258,316	\$ 300,637	\$ 342,926	\$ 385,173	\$ 427,367	\$ 394,499	\$ 499,057

* Requesting limited duration General Fund subsidization of \$175,000 of annual debt service, in accordance with Ballot Measure 3-435. This subsidy component would cease once the debt is paid (FY 33/34).

** Requesting a target General Fund annual operational support equal to 15% of Library District distributions. This component would be permanent (at least until successor Library District passes)

*** Proposing to use \$1.65 million of Library Fund Balance over 10 years to gradually phase in full General Fund support.

HISTORICAL GENERAL FUND SUPPORT									
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
GENERAL FUND (GROSS)	\$ 200,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	
ALLOCATED COSTS	\$ (5,150)	\$ (5,305)	\$ (7,700)	\$ (8,000)	\$ (45,700)	\$ (46,100)	\$ (102,092)	\$ (102,092)	
GENERAL FUND (NET)	\$ 194,850	\$ 194,695	\$ 142,300	\$ 142,000	\$ 104,300	\$ 103,900	\$ 47,908	\$ 47,908	