

Response to FY 08-09 City Funding Reduction

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Introduction

Since late January, the Portland Public Library (PPL) senior staff (Administration and Department Heads) and the Board of Trustees have been wrestling with a variety of decisions associated with City of Portland funding. In consideration of the impact of budget reductions on organizational evolution, identity and services, we did our best to rely on Planning, Principle and Process over Political expediency and the pressures of Personality. The evolution of our decision making process was as follows:

- 1) Notification on January 18, 2008 of the City's need to reduce the Fiscal Year 07-08's appropriation by \$25,000.

Response: To freeze most collection expenditures from unrestricted funds, to delay various equipment investments and to eliminate most staff development efforts.

- 2) Notification of the "flat funding" intent, per the City Manager's recommendation, for Fiscal Year 08-09 on January 18, 2008; confirmed on March 6, 2008.

Response: The development of goals and guiding principles in recognition that we would need to cut approximately \$175,000 from existing resources. Examination indicated that a substantial staff reduction of 5 full time equivalents (FTE's) (+10%) would need to occur.

Three months of review of planning options follows with all options considered, including hours, services, duties, and branches. The Library senior staff identifies all staff reductions due to service changes and elimination of one day per week of service at Monument Square. Neighborhood branches are not affected.

- 3) Notification on or about April 7, 2008 that \$50,000 will be reduced for the existing appropriation for Fiscal Year 08-09. In the context of fulfilling contractual obligations, the total amount to be reduced grows to approximately \$225,000. The additional \$50,000 reduction forces consideration of the capacity of the PPL system architecture and all branches are considered for the source of the \$50,000.

Response: The Reiche Branch is selected based on the standard of proximity to the main library and the lowest level of lending and growth. (See Appendices A, B and C). The reduction of 1 FTE is the result.

In consideration of the severity of the economic crisis facing the Library, we identified three goals and a set of principles prior to formulating our response.

I. Goals

1. Respond to current reduction in City funding in a manner that allows for superior service at all PPL system locations for every hour open to the public.
2. Respond to the reductions in governmental funding in a fiscally responsible manner.
3. Respond to the reduction in governmental funding in a way that acknowledges the possibility that the reductions may be a multi-year phenomenon.

II. Principles

1. Meet educational, informational and recreational interests of every age visiting Portland Public Library locations or utilizing remote electronic resources in an efficient, safe and comfortable environment.
2. Increase the amount of lending and transactions in the PPL system.
3. Reduce the cost per unit of lending.
4. Reduce the staff cost for delivery of the public computing function.
5. Create a system wide schedule of hours that responds to the lifestyles of our users and the profiles of each location and available resources.
6. Respond effectively to loss of County, City and State revenue.
7. Address structural problems in the existing budget.
8. Function at a high level of excellence for every hour open to the public.
9. Think and function like a library system.
10. Maintain and develop a strong neighborhood presence through whatever appropriate means in as many neighborhoods as possible.

11. Fully embrace the digital environment in the delivery of services and in the pursuit of cost savings.
12. Demonstrate the viability of the Monument Square renovation, and increase the chances of the Capital Campaign's success, by creating spaces, where logical, that reflect the goals in the Building Program Statement.
13. Position the PPL system to address potential multi-year disturbance in City, County and State funding.

III. Steps

1. Reduce the current staffing level by 6 FTEs (See page 8 for summary) by decreasing the number of service points and hours available to the public:

- Migrate the audio-visual (AV) collection to the second floor to be served by the Reference Desk; Eliminate the AV service desk
- Move the public computing function to the first floor to be managed by a one person service desk with active supervision from reference desk by check-in or from off desk personnel. A double staffed service desk is eliminated.
- Create the PPL System Children's Center for the next two years by moving the Youth Services Children's Area staff to East End School combining with Munjoy staff to create an expanded schedule. The need to add service desk staff at Monument Square due to security concerns (caused by the elimination of the audio-visual area) is eliminated.
- Close the Reiche Branch in light of proximity to downtown, lending performance and increased overhead - including maintenance of the HVAC system.
- Review PPL system schedule of hours and services in light of response principles.
- Review staff functions for efficiencies and appropriate cost reductions.

2. Resulting Profiles

Monument Square

First Floor

- Current periodical area becomes full blown public computing and microform space and houses closed stack or requested materials. Collections include: seldom used reference, five year back periodicals, old serials, some government documents and large print (non-browsing).
- Youth Services / AV Area houses has a recreated browsing area for Teen collections and Children's collections not able to fit at East End School. The vast majority of the space is secured and closed to the public.

Second Floor

- AV collection moves to the second floor as does the 800 and 900 collection. Reference Service desk is relocated for optimal contact with public. Some research computers remain on second floor to be managed by reference staff.
- Adult collections are expanded and highest demand materials ("popular library") are in easy reach of staff and users, enabling greater efficiency and increased use.

Third Floor

- Current Technical Services space is compressed with square footage allotment in the Building Program Statement used as a guideline. A public reading room is installed along with a current periodicals area.

East End School/Munjoy Branch

- The location expands to a full fledged and uncompromised Children's Library Center. Hours are expanded and all adult collections are removed replaced with additional children's stock from Monument Square.
- Programming is offered at the site and continues at other locations including Monument Square.
- Service management of the space is exercised by the Head of Youth Services with all staff reporting to that person. Operations matters (facility, and school system related issues) are handled by the Head of Branches and Outreach Services.

3. Schedule Adjustments:

Reduce Monument Square location to a 5 day per week schedule

Tues – Wed – Thursday	10:00 AM to 7:00 PM
Friday	10:00 AM to 6:00 PM
Saturday	10:00 AM to 5:00 PM
Total hours:	42 hours (current hours: 53)

Monday staff at Monument Sq. consists of ILL, Admin, Outreach, and Maintenance. No service desk personnel.

Burbank schedule adjust to lifestyles and use potential to the schedule below:

Tuesday	12:00 PM – 7:00 PM
Wednesday	10:00 AM – 6:00 PM
Thursday	10:00 AM – 7:00 PM
Friday	10:00 AM – 6:00 PM
Saturday	9:00 AM – 5:00 PM
Total hours:	40 hours (current hours: 40)

Riverton schedule adjust to provide Monday cover and more days available to the public

Monday	1:00 PM – 6:00 PM
Wednesday	1:00 PM – 6:00 PM
Thursday	1:00 PM – 8:00 PM
Friday	9:00 AM – 12 noon

Total hours **20 hours (current hours: 20)**

Portland Public Library Children's Center at East End School

Monday	TBD
Tuesday	TBD
Wednesday	TBD
Thursday	TBD
Friday	TBD
Saturday	TBD

Total hours **45 hours (Munjoy current hours: 20)**

Peaks Island Branch (unchanged)

Tuesday	2:00 PM – 8:00 PM
Wednesday	10:00 AM – 4:00 PM
Friday	10:00 AM – 2:00 PM
Saturday	8:00 AM – 12:00 PM

Total hours **20 hours**

Reiche Branch closed

Total hours **0 hours (current hours: 20)**

IV. FY 08-09 Budget Request Background Information

	FY09 "Carry Forward" Submission	City Manager's Recommendation	Finance Comm. Recommendation	Shortfall from FY09 request
Personnel	2,370,343	2,123,405	2,143,405	-226,938
Contractual	1,130,666	1,160,491	1,160,491	29,825
Commodities	437,500	437,500	437,500	0
Capital	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>0</u>
Gross Dept Total	3,988,509	3,771,396	3,791,396	-197,113
less Revenues	-722,500	-715,000	-715,000	-7,500
less City Contribution	-3,266,009	-3,056,397	-3,076,397	<u>-189,612</u> -197,112
EXPENSE ADJUSTMENTS				
Personnel change from FY09 submission				
Salaries Regular	-200,129			
Salaries Temporary	-36,809			
Termination Pay	<u>10,000</u>			
	-226,938			
Contractual adjustments from FY09 submission				
Medical	-22,050			
Unemployment	48,000			
Building Maintenance	<u>3,875</u>			
	29,825			
Expense Adjustment	-197,113			
INCOME ADJUSTMENTS				
City	-189,612			
State	-5,000			
Annual Fund	<u>-2,500</u>			
Revenue Shortfall	-197,112			

V. Identified cost reduction areas:

Personnel RIF details

Location	FTE	Classification
Main Branch	0.50	Maintenance
Main Branch	1.50	Library Technical Assistant
Main Branch	1.00	Sr. Library Technical Assistant
Main Branch	1.50	Office Assistant
Reiche Branch	0.50	Sr. Library Technical Assistant
Reiche Branch	<u>0.50</u>	Library Technical Assistant
	5.50	
Downgrade position	0.20	Librarian- 1
Delay filling position	<u>0.30</u>	Librarian- 1
	0.50	
TOTAL FTE		
Reduction		
Equivalent	6.00	

VII. Targeted Outcomes

1. PPL lending as a system will rise led by an anticipated increase in Youth Services lending with new Children's Center and more fully utilizing the finest space in the PPL system and vacating arguably the worst space in the system.
2. Capital Campaign will gain critical momentum with demonstration site in place.
3. Quality of service at Monument Square will increase greatly by allowing professional staff the opportunity to focus on appropriate areas of expertise.
4. The quality of the user experience will increase dramatically due to greater variety, care and focus of spaces at Monument Square and the adjusting of the system wide schedule.
5. Budget issues will be resolved.
6. YS Children's staff will have flexibility in program design and delivery.
7. YS Teen staff will have a more flexible approach to developing teen programming and customer service.
8. Substantial increase in staff productivity around handling of circulating materials at Monument Square.

Appendix A

New England (and other) Library Systems with Branches

City	Circ in 2005	Population	Circ per cap	Outlets*	Circ per outlet	Pop per outlet	Circ as % of PPL
West Hartford CT	820,171	61,392	13.36	3	273,390	20464	116%
Portland ME	709,420	64,655	10.97	6	118,237	10776	100%
Albany NY	991,442	95,716	10.36	7	141,635	13674	140%
South Portland ME	211,812	23,395	9.06	2	105,906	11698	30%
Brooklyn NY	15,370,209	2,465,326	6.23	62	247,907	39763	2167%
Nashua NH	657,413	87,986	7.47	2	328,706	43993	93%
NYPL (Manhattan+Bronx)	15,710,007	3,313,573	4.74	88	178,523	37654	2214%
Boston MA	2,419,145	569,165	4.25	30	80,638	18972	341%
Providence RI	914,984	175,901	5.20	10	91,498	17590	129%
Hartford CT	560,569	125,053	4.48	11	50,961	11368	79%
Manchester NH**	432,850	109,966	3.94	2	216,425	54983	61%
Springfield MA	546,227	152,091	3.59	10	54,623	15209	77%
Worcester MA	569,179	175,966	3.23	3	189,726	58655	80%
Bridgeport CT	401,513	140,132	2.87	5	80,303	28026	57%
New Haven CT	252,088	125,012	2.02	5	50,418	25002	36%

all data from FY2005, from <http://harvester.census.gov/imls/search/index.asp>

**"Outlets" counts include central libraries and bookmobiles

**Manchester has a central library plus a bookmobile; no branches.

Appendix B

PPL Branches Lending 1989/90 to 2006/07

	Burbank	Munjoy	Peaks	Reiche	Riverton
FY06/07	214,672	29,651	35,499	16,644	56,920
FY05/06	204,558	27,325	35,335	17,368	55,464
FY04/05	203,082	25,654	36,872	17,001	54,788
FY03/04	203,668	19,958 ¹	34,022	14,254 ¹	49,784
FY02/03	198,327	28,581	34,295	24,503 ²	47,516
FY01/02	182,880	26,392	32,189	23,740 ²	49,970
FY00/01	167,287	27,081	30,138	25,062 ²	46,896
FY99/00	165,527	23,417	28,910	18,314	44,056
FY98/99	151,363	21,592	27,392	16,003	42,471
FY97/98	131,246	22,209	25,906	16,586	43,609
FY96/97	112,936	21,052	24,638	16,529	42,456
FY95/96	79,966	20,338	23,719	14,580	44,532
FY94/95		21,590	25,155	19,723	66,026
FY93/94		21,027	22,642	19,932	60,198
FY92/93		21,096	22,460	18,490	57,022
FY89/90		12,783	18,985	17,860	19,847

Notes

1. 10 Hour week
2. 35 Hour week

Appendix C

PPL
Branches
2007

Branch	FTE	hours/week	circ FY06/07	circ/FTE	circ per scheduled hour	circ/item	no. of items in collection
Burbank	3.5	40	214,672	61,335	103.21	5.59	38,385
Riverton	1.5	20	56,920	37,947	54.73	1.98	28,744
Peaks	1	20	35,499	35,499	34.13	3.20	11,082
Munjoy	1	20	29,651	29,651	28.5	2.13 (on PPL items) 1.30 on PPL+school	13,938 (+ 8,867 school lib. Items)
Reiche	1	20	16,644	16,644	16	1.34	12,403

Appendix D

DISCUSSION: REICHE BRANCH

Background

The decision to alter our City neighborhood presence by closing one of our branches, the Reiche Branch, was very difficult and was a last resort. We value fully the programmatic and physical benefits that our comprehensive presence brings to the Reiche Community Center affecting many facets of the neighborhood life. We also understand the strong community response that is engendered by the removal of staff and services.

A service improvement plan has been developed for the Reiche Branch. In fact, last fiscal year 75% of the Capital Improvement Budget for Portland Public Library Branches was spent at the Reiche Branch. New stacks, windows and paint were accomplished through staff and neighborhood volunteer efforts. Next FY called for an adjustment in distribution of hours.

The guiding principles that particularly apply to the decision making process concerning the potential Reiche Branch closure are:

1. Meet educational, informational and recreational interests of every age visiting Portland Public Library locations or utilizing remote electronic resources in an efficient, safe and comfortable environment.
8. Function at a high level of excellence for every hour open to the public.
9. Think and function like a library system.
10. Maintain a strong neighborhood presence through whatever appropriate means.

For 35 years, PPL has been a presence at the Reiche Community Center. We have understood the value to the area. These values include:

- Providing a perceived safe environment for after school use;
- Often for new arrivals and immigrants to the neighborhood, initial contact with library services is facilitated;
- Encouragement of family activities centered around reading and developing a culture of the importance of literacy;
- Part of the heart of the Reiche Community Center.

The Offer to the Neighborhood

Portland Public Library's challenge with Fiscal Year 08-09 budget cuts has compromised our ability to supply staff at the Reiche Branch location. We have offered to continue as a neighborhood presence in full partnership with other neighborhood groups, to express the various qualities and benefits identified by all of us that Portland Public Library's Reiche Branch encourages.

We are prepared to be a significant partner in a broad community collaboration that addresses community needs by doing the following:

- Continuing to supply library materials in all formats to meet educational and recreational needs;

- Continuing to provide available technology resources to facilitate educational, recreational, research and economic development related activities of the neighborhood residents;
- Full participation in providing leadership and technical energy to the collaboration.

Our offer builds on the existing spirit of volunteerism, presence of strong neighborhood groups such as Portland West and the West End Neighborhood Association, and educational organizations such as the Portland City Schools and Waynflete School who maintain relationships with neighborhood students. It also extends and deepens the conversation that has begun as a result of our budget problems and has brought to light many strong feelings concerning community needs.

The current system architecture of Portland Public Library *is not sustainable* in light of a variety of service principles and fiscal realities. We cannot create going forward new stand-alone facilities in as many neighborhoods as might be desired. Foreseeable financial conditions indicate that the existence of existing physical branches could possibly be challenged. We can, however, in light of fiscal realities, create a new kind of presence in more neighborhoods, whether or not a Community Center is in existence, which is based on collaboration with neighborhood groups and a deep understanding of community needs.

Should the funding for Reiche staff materialize for the fiscal year before July 1, 2008, we will still urge the neighborhood and the City to begin a dialogue around issues associated with community life and the Reiche Community Center. We stand ready to be a full participant.

Appendix E

DISCUSSION: EAST END SCHOOL/ MUNJOY BRANCH

Background

The elimination of the Audiovisual (AV) service desk at Monument Square has had serious consequences in the adjacent Youth Services (YS) area.

In the past, the AV desk staff supplied some additional human presence in the area. The AV/YS area is at the end of the hallway on the first floor (lower level) near the only public bathrooms in the Library. The removal of the AV desk and collections isolates the YS staff and user population. In order to address that concern, additional service desk staff or security staff would need to be hired.

Outcomes

The major benefits are 1) cost avoidance measure and 2) a safe and welcoming dedicated children's center. In recognition of the disruption of the impending renovation, the decision to create a Children's Center at East End School was made. We believe it is important to provide a stable and environmentally friendly home and focal point for services to children over the next two years.

Some services, programming, technology and collections would remain at Monument Square for this two year period until the services return to a renovated space at Monument Square.

Future

The East End School/Munjoy Branch will return to a more traditional profile serving adults and children. Analysis of the Children's Center experiment will inform the specific distributions as the branch is reconstituted.