Library
Anchorage: Performance. Value. Results.

Mission
Deliver opportunities for education, information, and enrichment for Municipal residents.

Core Services
- Education: foundational and self-directed
- Information: materials, research assistance and instruction
- Technology: computing access and services

Accomplishment Goals
- Increase opportunities for our children's success when they enter school by teaching the foundations of reading, social skills and, creative skills through early learning educational activities.
- Improve civic engagement, cultural enrichment, and enhance the quality of life for all Anchorage residents through provision of life-long educational services including library materials, online resources and programs/events.
- Improve economic advancement by providing equitable access to computing equipment and resources and improve public safety by providing safe and stimulating places for teens and clean, well-maintained buildings for all.

Performance Measures

Measure #1: Increase library use and performance in relation to national standards

Note:

2010 data for Measure # 1 will not be available until the *Public Library Data Service Statistical Report* is published (June 2011). The PLDS Statistical Report, published annually, collects information from more than 800 public libraries across the United States and Canada on finances, library resources, annual use figures and technology.

2010 per capita statistics are based on a population estimate of 280,000. US Census information will be available first quarter of 2011.

2010 expenditures will not be available until March after the fiscal year is closed.

A. Number of computers available for public use
   2088 – 19% below basic standard
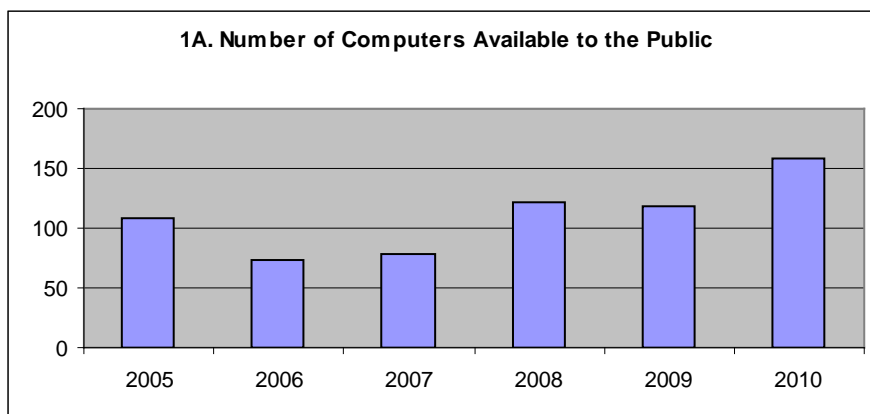
1A. Number of Computers Available to the Public

B. Number of computers available for public use
   2088 – 19% below basic standard

1A. Number of Computers Available to the Public

Year	Value
2005	~108
2006	~73
2007	~78
2008	~122
2009	~118
2010	~158
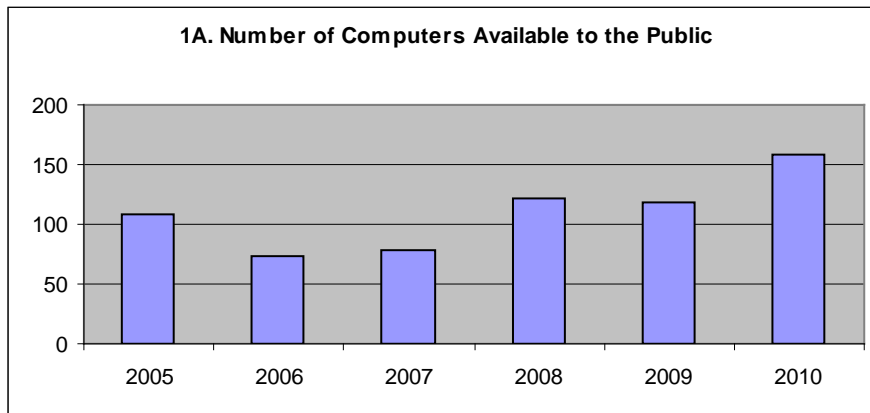
C. Age of public and staff computers
   Average age of computers
   Industry standard – no computer over 5 years old

2005	2006	2007	2008	2009	2010
5.17	3.86	no data	3.25	2.74	3.46

Number of computers more than 5 years old

2005	2006	2007	2008	2009	2010
59	24	0	27	0	0

D. Research inquiries asked and answered

1C. Research Inquiries Asked and Answered

| Year	Value
2005	~180,000
2006	~182,000
2007	~196,000
2008	~220,000
2009*	~188,000
2010	~216,000
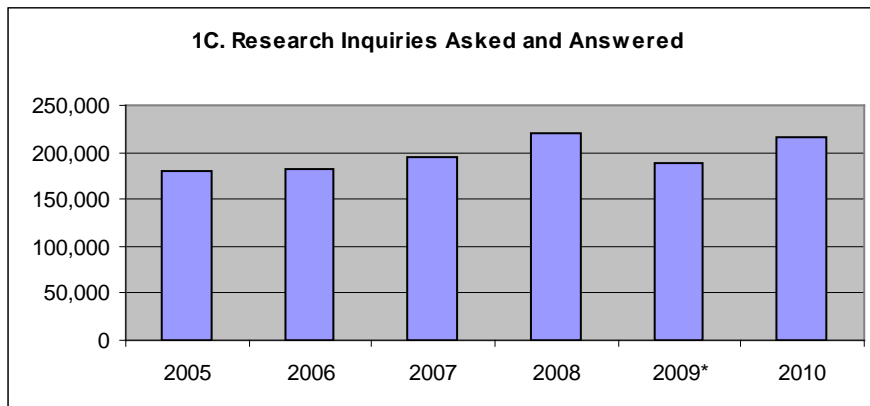
*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308

Research inquiries asked and answered per capita

2005	2006	2007	2008	2009*	2010
0.64	0.64	0.68	0.76	0.65	0.77

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308
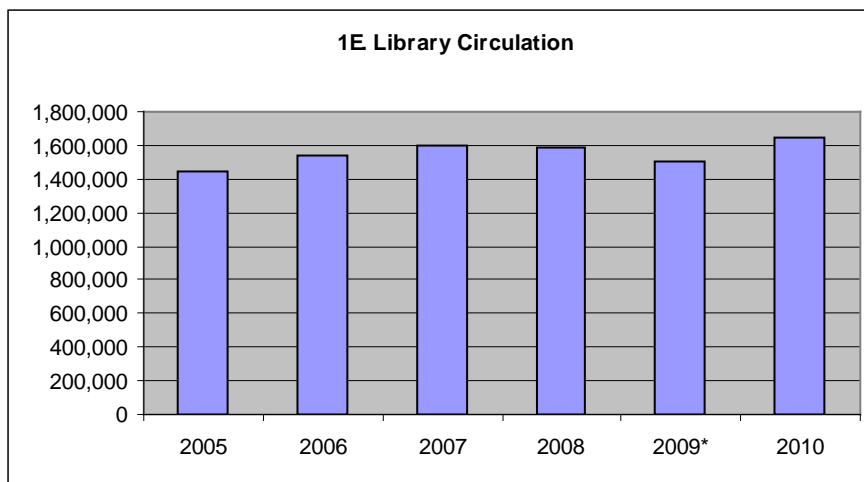 Peer libraries, 2008 - 1.13 per capita

E. Library holdings

1D. Library Holdings
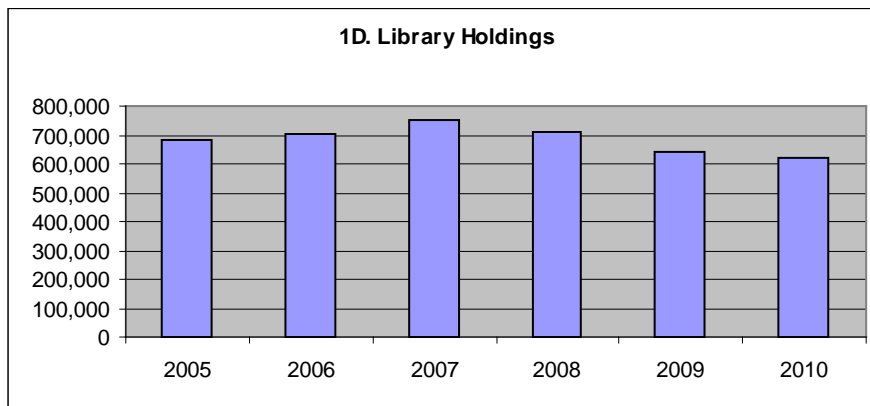
Library holdings per capita

2005	2006	2007	2008	2009	2010
2.41	2.49	2.63	2.45	2.22	2.23

Peer libraries, 2008 - 2.61 holdings per capita

F. Library circulation

1E. Library Circulation

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308

Circulation per capita

2005	2006	2007	2008	2009*	2010
5.10	5.44	5.60	5.47	5.21	6.41

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308
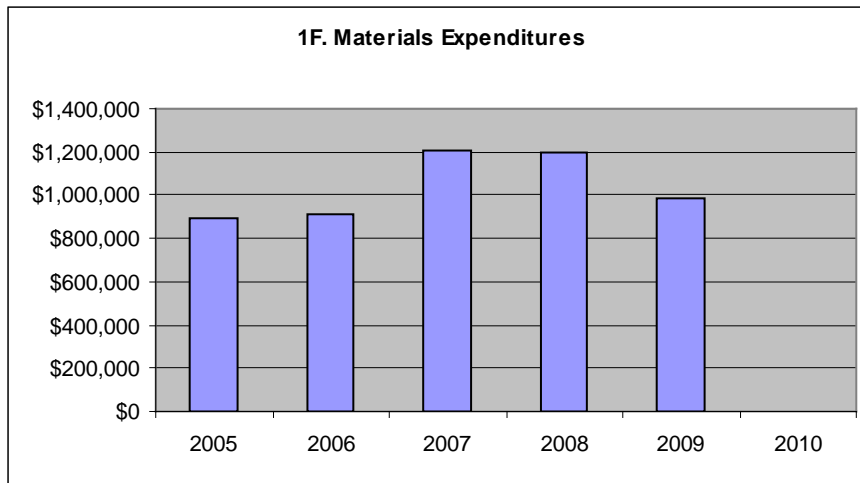Peer libraries, 2008 – 8.84 circulations per capita

Circulation per registered borrower

2005	2006	2007	2008	2009*	2010
12.36	11.39	10.40	9.31	8.07	9.75

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308
Peer libraries, 2008 – 15.46 circulations per registered borrower

G. Materials expenditures

1F. Materials Expenditures

$1,400,000					
$1,200,000					
$1,000,000					
$800,000					
$600,000					
$400,000					
$200,000					
$0					
	2005	2006	2007	2008	2009	2010

Percentage of total expenditures for library materials

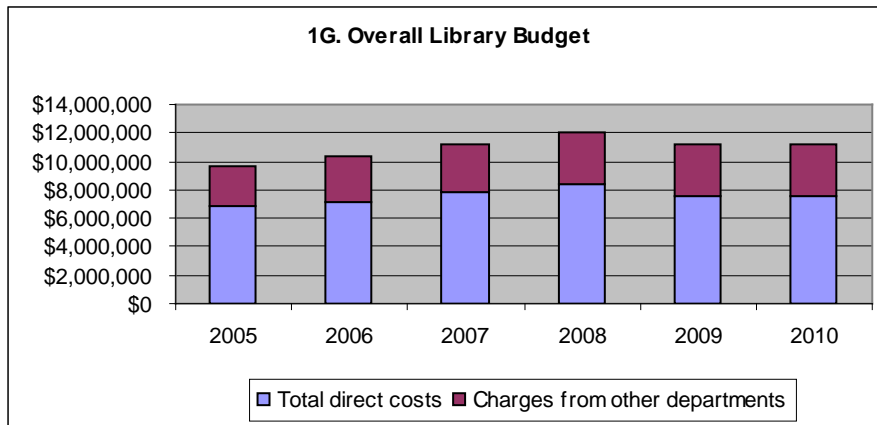|	2005	2006	2007	2008	2009	2010
Total direct costs	11.6%	11.5%	12.6%	11.4%	11.9%	
Total function costs	8.2%	8.0%	8.7%	8.0%	8.1%	

Peer libraries, 2008 - 12.8% of total library budget expended on library materials

Materials expenditures per capita

2005	2006	2007	2008	2009	2010
$2.80	$2.91	$3.44	$3.30	$3.10	

Peer libraries, 2008 - $4.58 per capita on library materials

H. Overall library budget

1G. Overall Library Budget

☐ Total direct costs ☐ Charges from other departments

Overall library costs per capita

	2005	2006	2007	2008	2009	2010
Total direct costs	$24.04	$25.34	$27.36	$28.96	$26.01	
Total function costs	$34.02	$36.55	$39.37	$41.21	$38.49	

I. Library card holders

1H. Library Card Holders
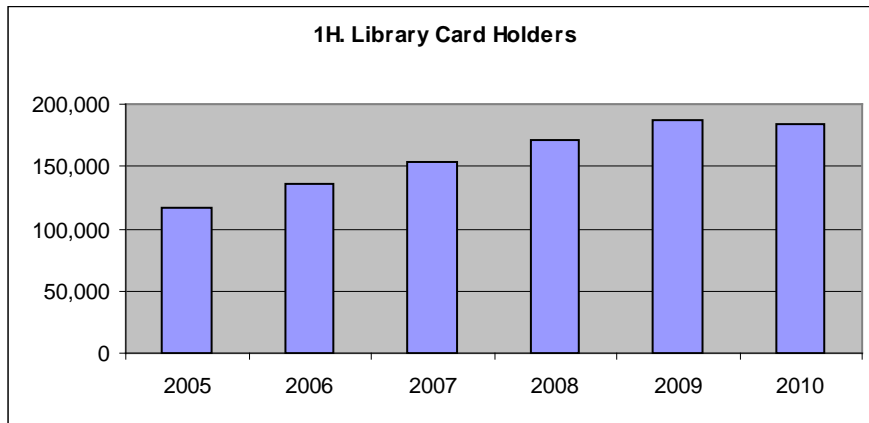
Library card holders per capita

2005	2006	2007	2008	2009	2010
41.3%	47.7%	53.9%	58.7%	64.5%	65.8%

Peer libraries, 2008 – 55.83%

J. Library visits
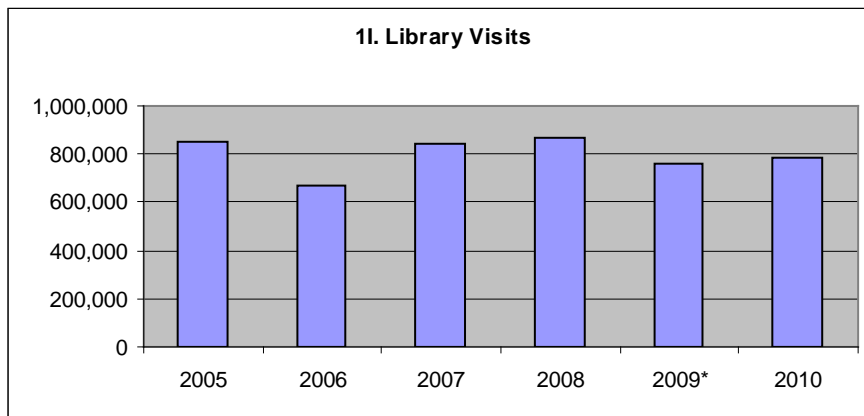
1I. Library Visits

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308

Library visits per capita

2005	2006	2007	2008	2009*	2010
3.00	2.37	2.95	3.00	2.61	2.79

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308
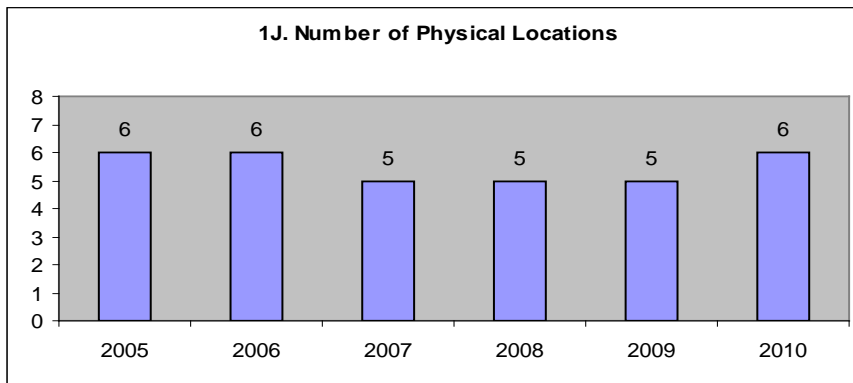 Peer libraries, 2008 – 4.75 per capita

Library visits per library card holder

2005	2006	2007	2008	2009*	2010
7.27	4.96	5.47	5.10	4.04	4.24

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308
 Peer libraries, 2008 – 8.86 per capita

K. Library locations

1J. Number of Physical Locations

Year	Locations
2005	6
2006	6
2007	5
2008	5
2009	5
2010	6

*2010 – MV opened in September; SD closed in December
Peer libraries, 2008 – 9.71 locations

L. Staffing level

1K. Staffing Level (FTE)

Year	FTE
2005	81.52
2006	87.20
2007	86.00
2008	88.30
2009	89.11
2010	81.70
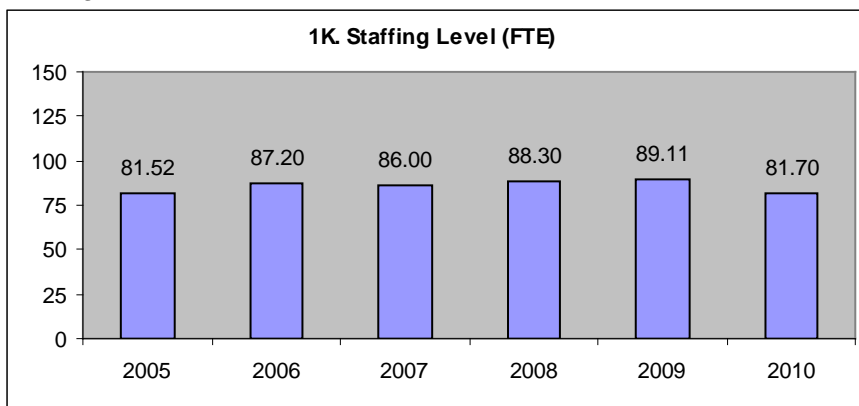
Peer libraries, 2008 – 142.97 FTE

Circulation per FTE

2005	2006	2007	2008	2009*	2010
17,701	17,693	18,561	18,003	16,841	20,102

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308
Peer libraries, 2008 – 17,636 circulations per FTE

Percentage expended on personnel (salaries and benefits)

	2005	2006	2007	2008	2009	2010
Total direct costs	77.6%	75.8%	77.7%	80.7%	81.0%	82.6%
Total function costs	54.9%	52.6%	54.0%	56.7%	54.7%	56.3%

Peer libraries, 2008 – 66.3% of total library budget expended on personnel (salaries and benefits)
Note: In 2007, Mountain View branch closed pending relocation to its former building and
Muldoon branch closed for relocation and reopened. In 2008, Gerrish branch closed for
relocation and reopened. In 2009, library hours were significantly reduced (by 1,308 from 2008)
due to a staff furlough and the closure of the Chugiak-Eagle River Branch for 3 months between
moving locations. This loss of hours negatively impacted the rate of usage and circulation of
materials.

(Peer comparisons drawn from data reported by 35 libraries in the United States serving
populations between 250,000 and 350,000 in *Public Library Data Service* for FY2008.)

2. Number of llibrary cards to youth

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
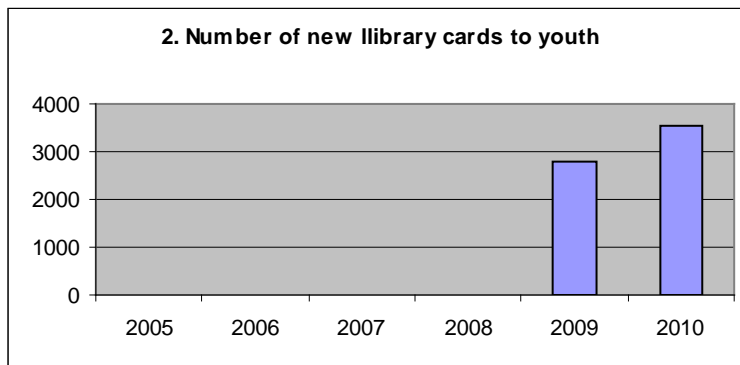
Percentage change in new library cards to youth

2005	2006	2007	2008	2009	2010
no data	no data	no data	no data	no data	28%

Background: Of states ranking in the top half of all states on reading scores, more than four-fifths (82%) ranked in the top half on circulation of children's materials per capita. Conversely, four out of five states (83 percent) in the bottom half on reading scores also rank in the bottom half on children's circulation. (Lance, Keith Curry and Robbie Bravman Marks. "The Link between Public Libraries and Early Reading Success." *School Library Journal.* September 1, 2008. http://www.schoollibraryjournal.com/article/CA6590044.html)

Measure #3: **Number of participants attending preschool activities, with a goal of 10% increase annually**

3. Participants in preschool activities
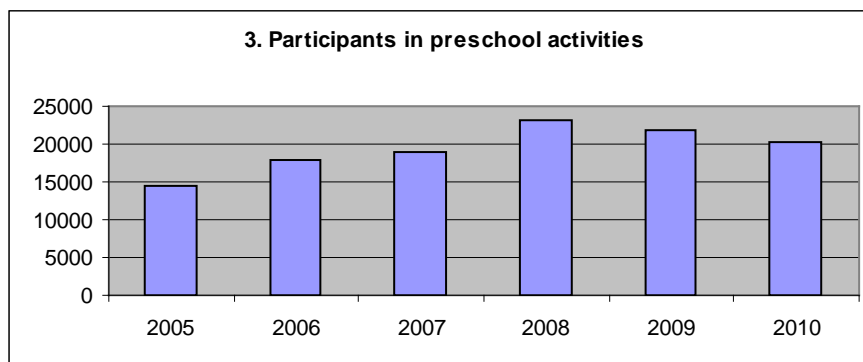
Percentage change in participation in preschool activities

2005	2006	2007	2008	2009*	2010*
no data	23%	6%	21%	-5%	-8%

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308
 2010 – Staff reductions resulted in the elimination of 3 weekly preschool activities Q4 2009

Background: Investments in high quality early childhood development programs consistently generate benefit cost-ratios exceeding 3-to-1—or more than $3 return for every $1 invested. For low-income and disadvantaged children, for every $1 invested in a quality

pre-K program, there is a nearly $13 public benefit through savings on future public expenditures like special education, welfare, and especially crime. The economic and social benefits from these investments amount to much more than just improvements in public balance sheets. By improving the skills of a large fraction of the U.S. workforce, these programs raise the gross domestic product, reduce poverty, and strengthen U.S. global competitiveness. (Bright Futures, the early childhood education newsletter of the National Governors Association. http://www.nga.org/Files/pdf/0501TaskForceReadiness04.pdf)

In nearly half the classrooms (46%), at least one out of five kids was inadequately prepared for kindergarten when they started schools (Mason-Dixon Polling & Research, Inc., Kindergarten Teachers Poll, (http://www.fightcrime.org/releases.php?id=101).

Of states ranking in the top half on reading scores, seven out of 10 (70 percent) ranked in the top half on attendance at children's programs per capita. By contrast, seven out of 10 states (71 percent) in the bottom half on reading scores also rank in the bottom half on children's program attendance. (Lance, Keith Curry and Robbie Bravman Marks. "The Link between Public Libraries and Early Reading Success." *School Library Journal.* September 1, 2008. http://www.schoollibraryjournal.com/article/CA6590044.html)

Measure #4: Activities, workshops and seminars geared toward adults offered, with a goal of 10% increase in attendance annually


4. Attendance at activities, workshops and seminars geared toward adults
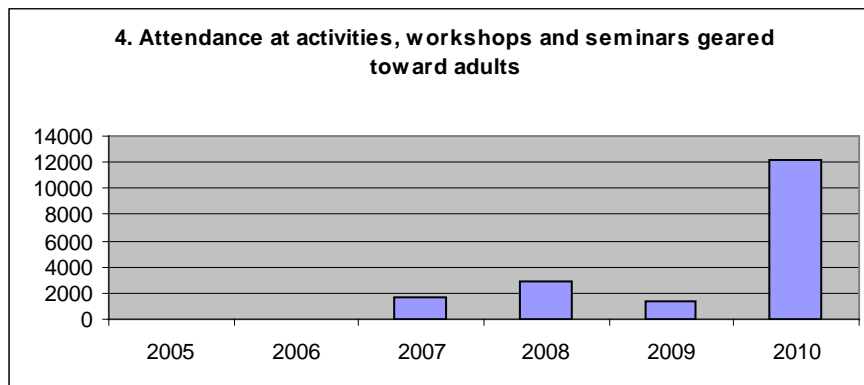
Number of activities, workshops and seminars geared toward adults

2005	2006	2007	2008	2009*	2010
no data	12	38	52	41	86

*2009 – Furlough & Chugiak-Eagle River relocation reduced open hours by 1308

Background: When libraries work with local and state agencies to provide business development data, workshops, and research, market entry costs to prospective small businesses are reduced, existing businesses are strengthened, and new enterprises are created. The public library reduces costs to local workforce development agencies by providing a wide range of employment information resources, access to online employment and career certification tests with computers and other technology. (Urban Libraries Council, "Making Cities Stronger: Public Library Contributions to Local Economic Development." January 2007.)

Measure #5: Computer usage, with a goal of 10% increase

5. Public computer usage through PC Reservation
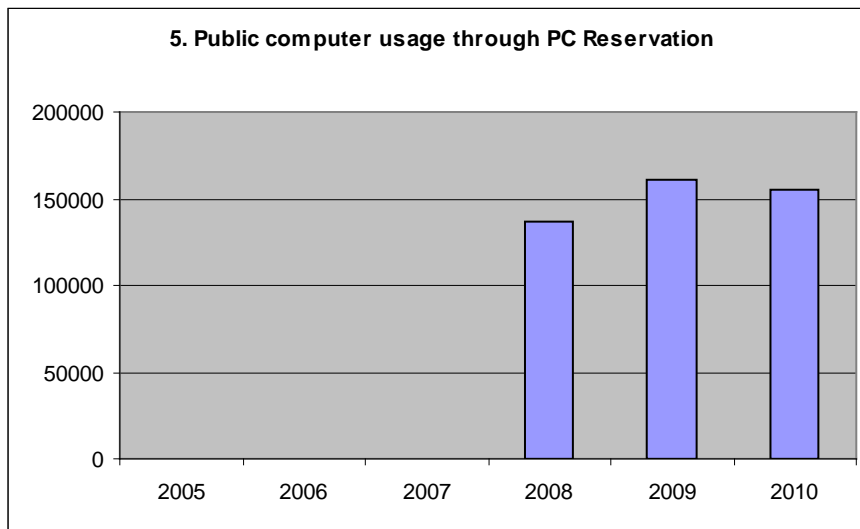
Reservations per reservable computer

2005	2006	2007	2008	2009	2010
no data	no data	no data	no data	1832	1600

Reservations per reservable hour

2005	2006	2007	2008	2009	2010
no data	no data	no data	no data	0.76	.70

Background: In general, more people turn to the internet (at home, work, libraries or other places) to address common problems, than any other source of information and support, including experts and family members. Young adults, ages 18-29, are the heaviest users of libraries when they face these problems. (Estabrook, Leigh et al. "How people use the internet, libraries and government agencies when they need help." Washington, D.C.: Pew Internet and American Life Project, December 30, 2007.

Public libraries create a bridge across the digital divide. High-speed Internet access is increasingly necessary for full participation in educational, cultural, and employment opportunities. The National Telecommunications and Information Administration of the U.S. Department of Commerce found that users without access to broadband service at home make up 90% of non-Internet users; of these, 75.3% of non-Internet users have no access to the Internet at home. This is a significant disadvantage when employers increasingly prefer (and some require) applicants to apply online. Access to the Internet is frequently a crucial step in the job search process.

In households earning less than $30,000 per year, just 70% of teens go online from home, but 75% have access at school and 72% go online at the library. "While 93% of teenage Internet users go online from more than one location, schools and libraries serve as a primary source of Internet access for many minority and lower-income teens." (Lenhart, Amanda et al. *Writing, Technology and Teens.* Washington, D.C.: Pew Internet and American Life Project, April 24, 2008.
http://www.pewinternet.org/pdfs/PIP_Writing_Report_FINAL3.pdf)

Measure #1: Increase library use and performance in relation to national standards

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Type

Effectiveness

Accomplishment Goal Supported

- Increase opportunities for our children's success when they enter school by teaching the foundations of reading, social skills and, creative skills through early learning educational activities.
- Improve civic engagement, cultural enrichment, and enhance the quality of life for all Anchorage residents through provision of life-long educational services including library materials, online resources and programs/events.
- Improve economic advancement by providing equitable access to computing equipment and resources and improve public safety by providing safe and stimulating places for teens and clean, well-maintained buildings for all.

Definition

Measure impacts and improvements for all library activities in relation to national standards and peer libraries as identified in the Anchorage Public Library Community Plan and by the Public Library Association.

1.A. Number of computers available for public use: public internet computers, public catalog computers, and laptops for public use
1.B. Age of public and staff computers and number of computers more than 5 years from date of purchase
1.C. Research inquiries asked and answered: reference questions, directional questions, and requests for research assistance
1.D. Library holdings: items held by APL libraries
1.E. Library circulation: checkouts and renewals of materials at APL libraries
1.F. Materials expenditures: expenditures to acquire library materials
1.G. Overall library budget: total direct costs and total function costs
1.H. Library card holders: library users with an APL library card
1.I. Library visits: gate counts at library locations
1.J. Library locations: physical locations
1.K. Staffing level: number of FTE, circulation per FTE, and salaries/benefits

Data Collection Method

Calculate usage, circulation, attendance, inventory, expenditures by the following and compare to previous years, published population statistics, and peer libraries (if not specified, data is from the integrated library system):

1.A. number of computers available for public use: count number of computers available for public use—public internet computers, public catalog computers, and laptops for public use
1.B. age of public and staff computers: data from hardware and software inventory and from published MOA IT standards
1.C. research inquiries asked and answered: count of activities at service desks, over the phone, via email, and through other communication channels and calculate relation to current population
1.D. library holdings: count number of items held by the library

1.E. library circulation: count number of times items are checked out or renewed at APL libraries and calculate circulation in relation to current population and number of library card holders

1.F. materials expenditures: total expenditures on library materials (3838) expenditures, percentage of total direct costs and total function costs from PeopleSoft, and calculation relation to current population

1.G. overall library budget: total direct costs and total function costs approved and allocated for the library from PeopleSoft

1.H. library card holders: count number of card holders (registered borrowers) and calculate relationship with current population

1.I. library visits: door/gate counts at library locations and relation to current population and library card holders

1.J. library locations: count number of physical library locations

1.K. staffing level: count number of FTE, calculate relationship between FTE and total circulation and relationship between personnel costs (salaries and benefits) in relation to total direct costs and total function costs from PeopleSoft

Frequency

Measurements will be collected and reported as appropriate for the type of statistic (monthly, quarterly or annually) but will be accumulated annually.

Measured By

Library staff in all areas will collect data; reported to identified staff for centralized compilation and entry into an Excel spreadsheet

Reporting

Library section heads will compile, analyze and prepare annual report in numerical and/or graphical format

Used By

Library section heads and library administration to determine effectiveness and return on investment of library expenditures and programs, and areas needing improvement.

Measure #2: New library cards issued to youth, with a goal of 25% increase annually

Type
Effectiveness

Accomplishment Goal Supported
Increase opportunities for our children's success when they enter school by teaching the foundations of reading, social skills and, creative skills through early learning educational activities

Improve economic advancement by providing equitable access to computing equipment and resources and improve public safety by providing safe and stimulating places for teens and clean, well-maintained buildings for all

Definition
Measures increase in number of new library cards issued to youth (individuals under age 18)

Data Collection Method
Calculated by comparing number of new library cards issued to youth during the current year with the data from the prior year to determine the percentage change

Frequency
The measurement will be performed quarterly

Measured By
Youth Services Library Assistant III will tabulate the monthly statistics on the number of youth with library cards. Quarterly comparisons will be documented in an Excel form.

Reporting
Youth Services Coordinator will publish numerical and graphical quarterly comparisons

Used By
Youth Services Coordinator will use the information to track the number of youth with library cards

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Measure #3: Number of participants attending preschool activities, with a goal of 10% increase annually

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Type

Effectiveness

Accomplishment Goal Supported

Increase opportunities for our children's success when they enter school by teaching the foundations of reading, social skills and creative skills through early learning educational activities.

Definition

Measures increase in attendance of youth and adults at APL preschool and elementary school activities

Data Collection Method

Calculated by comparing current year event attendance statistics to the prior year and calculating percentage change

Frequency

The measurement will be performed quarterly annually

Measured By

Youth Services Library Assistant III will tabulate the monthly event statistics in an Excel spreadsheet and complete a comparative evaluation annually

Reporting

Youth Services Coordinator will publish the quarterly annual numerical and graphical comparisons

Used By

Youth Services Coordinator and Library Director to determine public response to library activities in relation to decisions on staff deployment and event offerings

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Measure #4: Activities, workshops and seminars geared toward adults offered, with a goal of 10% increase in attendance annually

Type
> Effectiveness

Accomplishment Goal Supported
> Improve civic engagement, cultural enrichment, and enhance the quality of life for all Anchorage residents through provision of life-long educational services including library materials, online resources and programs/events

Definition
> Measures the program attendance and the number of programs offered for an adult audience by library staff or in partnership with community organizations

Data Collection Method
> Count the number of programs for adults scheduled to be presented at all library locations or by library staff at other locations

Frequency
> The measurement will be performed monthly with an annual total

Measured By
> The total will tracked and recorded in an Excel spreadsheet by the Division Manager

Reporting
> The Division Manager will create and maintain a monthly and annual report in Excel from the data gathered. The information will be displayed numerically.

Used By
> The Division Manager and Department Director will use the information to develop programs in response to the community's needs and interests

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Measure #5: Computer usage, with a goal of 10% increase

Type

Effectiveness

Accomplishment Goal Supported

Improve economic advancement by providing equitable access to computing equipment and resources and improve public safety by providing safe and stimulating places for teens and clean, well-maintained buildings for all

Definition

Measure the use compared to availability public computer workstations are used in number of hours.

Data Collection Method

Calculated by comparing public computer usage statistics from PC Reservation software, library open hours, and number of computers available

Frequency

The measurement will be performed quarterly

Measured By

Systems Librarian will collect and compile data in a spreadsheet

Reporting

Systems Librarian will report annually in numerical and graphical form

Used By

Library Administration, Systems Librarian, other library staff, and MOA IT department