

CITY OF KEIZER MISSION STATEMENT
***KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY
PROVIDING CITY SERVICES TO THE COMMUNITY IN A COORDINATED,
EFFICIENT AND LEAST COST FASHION***

A G E N D A

KEIZER CITY COUNCIL

WORK SESSION

Monday, October 13, 2003

12:00 p.m. (Noon)

Robert L. Simon Council Chambers

Keizer City Hall, Keizer, Oregon 97303

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. DISCUSSION**
 - a. CCRLS Library/City of Keizer**
 - b. Transportation Projects**
- 4. ADJOURN**

Upon request, auxiliary aids and/or special services for those with disabilities will be provided. To request services, please contact us at 390-3700 or through Oregon Relay 1-800-735-2900 at least two working days(48 hours) in advance



PUBLIC MEETING NOTICE KEIZER CITY COUNCIL

10/09/03 FAXED

NOTICE OF WORK SESSION

The Keizer City Council will meet for a Work Session on **Monday, October 13, 2003 at 12:00 p.m. (Noon)**. This session will be held at Keizer City Hall, 930 Chemawa Road NE, Keizer, Oregon. The agenda for this meeting will include discussions on the Chemeketa Community Regional Library Service and Transportation issues within the City of Keizer.

This location is accessible to the disabled. Please contact City Hall if special arrangements are necessary. Questions regarding this meeting may be directed to Chris Eppley, City Manager at (503) 390-3700, ext. 102.

DATED this 8th day of October 2003.

Tracy L. Davis, CMC
City Recorder

NOTICE FOR INFORMATIONAL PURPOSES ONLY

Final Comparative Report

of the

City of Keizer Library Services

Ad Hoc Task Force

Jerry Watson

Lea Jenny

Judy Peterson

Darleen Potterf

Alan Bennet

Jane Kirby

Judy Brown

Patrick Sieng

Richard Walsh

May 30, 2002

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FINAL REPORT

**CITY OF KEIZER LIBRARY SERVICES
AD HOC TASK FORCE**

Introduction

CHARGE TO THE KEIZER LIBRARY TASK FORCE

Review the five-scenarios (Threshold Library, 21st Century Library, Partnering with Salem, Creating a Library District and Status Quo, with relation to cost, location, amenities/services. Minutes, City Council Meeting of March 19, 2001.

TASK FORCE MEMBERSHIP

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ORGANIZATION:

The Task Force organized itself into a series of subcommittees to investigate each of the alternatives. The findings below summarize the work of each subcommittee, which has been reviewed and revised by the entire Task Force.

ANALYSIS

I. STATUS QUO

At the present time, the following library and library-related resources are available to part or all of the Keizer community.

A. Keizer Reading Connection:

This 100% volunteer and free service is the primary library service presently available in Keizer. The library is mostly used for its mysteries, inspirational materials, fiction and videos. There is also a children's collection. Most users of the library seem pleased with the service and use the program regularly and repeatedly. There is a single computer available for internet access.

On the other hand, although the collection includes a surprisingly wide variety of books, it is not nearly as broad or up to date as a traditional library. The Reading Connection has limited research materials. Moreover, since it is not accredited, is not city sponsored, and is not technically considered a "public library," they have no access to other library collections, book sharing programs, government grants or opportunities such as the Bill and Melinda Gates library improvement grants. They do not have the equipment, facilities or staff to meaningfully assist with computer or internet questions. There is very little room to read or even sit down.

A major limitation on the Keizer Reading Connection is its reliance upon a very limited number of volunteers.

For what it purports to do, it is an excellent volunteer library providing reading materials to the community. It is not, however, comparable to a full service library. Specific facts and figures follow:

Space:	28 x 25 (700-square foot) handicap accessible space in the Keizer Heritage Building.
Collection:	Approx. 12,000 volumes. Indexed by Dewey Decimal System. Almost all donated. Projected thousands more in storage. No periodicals or newspapers, although there is access to newspapers received by Keizer Heritage. Limited in donated Video tapes.
Rent:	\$254/mo (subsidized by Keizer Heritage, KRC pays \$150.00 most from book sales, donations, etc.).
Hours:	16.5 hours per week (T/W/Th 2:00-5:30; Sat. 10-4:00)
Parking:	18 spaces plus 4 handicap, bicycle rack.
Bus Route:	limited; some bus routes drop off at Safeway, a few blocks away.
Staff:	6, all volunteer
Use Limits:	No formal limit to number of books to be checked out; books can be checked out for three weeks.
Misc Services:	Story time for children was tried temporarily but did not work due to space constraints. Two older donated computer terminals: one for "material reference"; other available for internet access.
Usage:	All users must live in Keizer. Total users in card system 1,720 since 1988. Many are not active users. These are individual users, rather than households. The number of user households would be less by an undetermined, but significant amount. Three Hundred and Three (303) households have used the Reading Connection since 1999. There has been an average of about 400 visits a month during the past six months circulating about 600 books a month. The data suggest usage by a limited number of households.
Costs:	Free

B) CCRLS Services (Chemeketa Cooperative Regional Library Service)

The CCRLS is a regional network of 17 public libraries with access to over one million items including books, video, compact discs, periodicals etc. The libraries in the system include Amity, Dallas, Dayton, Chemeketa, Independence, Jefferson, Lyons, Mount Angel, McMinnville, Monmouth, Newberg, Salem, Sheridan, Silver Falls, Stayton, Willamina, Woodburn, and West Salem. Falls City has been a member and will likely rejoin the cooperative in the near future. The primary benefit for Keizer residents include a limited right to use the Salem Public Library and the Chemeketa Community College Library. Keizer is already part of the CCRLS and is currently paying 8 cents per thousand dollars in valuation for this access. The benefits available under this agreement include the following:

- a) Limited use card available for each Keizer resident allowing access to all CCRLS Public libraries including Chemeketa Community College and Salem Public Libraries.
- b) Unlimited use of Public Library collections while on premises.
- c) Unlimited use of Public Library services while on premises (including internet and computer access, library classes and research assistance).
- d) CCRLS Card with the right to check out of a single item at a time from the Public library collections.
- e) The right to place a hold on any single item at a time.
- f) The rights to participate in various library activities and programs at the participating Public Libraries.

The Chemeketa Community College Library is open to students and the public residing in the CCRLS including residents of Keizer. Hours vary depending on school schedule. During the school year the hours are from 7:30 am to 8:45 pm. Monday through Thursday. Friday 7:30-5:45 and Saturday 10:00-4:00. As it is part of the CCRLS system, residents can use the library on premises and participate in library programs, use library computers and internet connections and check out one item at a time. However, the Chemeketa Community College Library has a limited collection focused on the needs of students and it is not a general public library.

The cost to Keizer residents and business owners for the current CCRLS library system is .08 per thousand in assessed valuation. If the entire assessed value of Keizer is included in the calculations this results in a gross tax of \$109,880.24 to Keizer residences and businesses. Part of this tax, however, is diverted to the Keizer Urban Renewal District until the district closes. The amount actually paid to the CCRLS program currently is estimated at $\$0.08 \times 1,168,613$ (value outside the urban renewal district in thousands) = \$ 93,489.04 per year. The average cost on a typical \$125,000.00 home at .08 per thousand is \$10.00 per homeowner.¹

While there is a cost to CCRLS, we note that it is not a cost that is under the control of the City of Keizer. Furthermore, it is a cost that would continue, absent some successful legal challenge, regardless of any library decision made by the City of Keizer.

C) Salem Library Services to Keizer Children

Salem offers a Free "Kid Card" to Keizer children (and all CCRLS children) age 14 and younger. The card allows the children to check out up to 25 books at a time from the children's library

¹Based upon Keizer Financial Director's conservative estimate of average home price in Keizer at \$125,000.00.

materials. This is a CCRLS-based program, but it is noted here because of its unique impact on children's library resources.

D) Salem Library Internet Services Available to Keizer Residents

For a charge of \$108.00 per year Salem and Keizer residents alike are eligible to subscribe to OPEN.org, an internet service managed by the Salem Public Library. Subscribers receive 60 hours of internet service per month at no additional charge. Additional hours are billed at \$1.00 per hour.

Salem Public Library also provides access to the EBSCO data base which includes thousands of articles, many full text, from many well known magazines and journals. This service is provided free to anyone with a CCRLS library card or a subscription to OPEN.org. This data base can be accessed from any CCRLS Library or from any personal computer in Keizer hooked up to the internet. It is not know whether or not Salem can unilaterally discontinue this service to Keizer residents under the CCRLS agreement.

E) Salem/Keizer Public School Library Services for Children

Contact was made to all Keizer public schools in existence in July of 2001. Each school has a library that is age specific for their students and every student has access to the library during school hours. Keizer's elementary, middle and high schools also have computer and internet capacity and training. The new Keizer schools have top of the line computer classrooms and internet capacity; the district promises the other schools will catch up in a few years. The McNary High School Library also has plans for extensive renovations. The libraries focus on curriculum related materials suitable for children and teenagers.

As of July, 2001, the number of volumes in local school libraries was as follows:

School	Address	Number of Volumes
Cummings	613 Cummings Ln., N	12,684
Clear Lake	7425 Meadowglen St. N	13,505
Gubser	6610 14 th Ave. NE	17,837
Keizer	5600 McClure St. N	14,655
Kennedy	4912 Noren Ave., NE	12,667
Lake Labish	7495 Portland Rd., NE	6,297
McNary	595 Chemawa Rd., N	22,448
Whiteaker	1605 Lockhaven Dr., NE	14,646

Regarding use of library materials off campus, each school apparently sets its own policy. Generally, books are not available for public use unless special arrangements are made. On the other hand, children generally can check out at least one book per child per grade level. (i.e. first grader can check out one to three books, sixth grader can check out perhaps up to six books.) Parents of children at the school generally can check out books for their children and home

schooling parents can also check our books for their children even if they do not attend classes. Some schools also have summer library programs although this is not predictable or reliable from year to year.

F) Salem Public Library Cards

Due to limitations of their database, fluctuating non-resident fees, and zip coding, it is difficult to find a solid statistics on Keizer residents use of the Salem Public Library or the number of Keizer residents who have paid for non-resident cards. However, Salem was able to tell us that 6,669 people in their system have identified themselves as Keizer residents. This may not be accurate since some Keizer residents might use Salem as a mailing address. If these were all of the Keizer users, this would account for 20.7% of all Keizer residents.² This includes all Keizer card holders of any type including those residents with the free CCRLS limited card as well as Keizer residents who own property in Salem and those Keizer residents who have paid \$40.00 for the full service card. This also includes family members of card holders.

Keizer residents currently pay \$40.00 per full service non resident library card as do all residents in the CCRLS system who are not otherwise served by a local city library. Salem Public Library received approximately \$75,000.00 for all non-resident library cards. At \$40.00 per card this amount represents 1875 households paying the fee currently. Keizer residents represent a fraction of patrons who are actually paying the \$40.00 fee. Although all information is not obtainable, the subcommittee, based on the limited information available, for purpose of this analysis estimates that Keizer residents who actually pay for the full service card constitute no more than half of the fee-paying householders.³ Half would be some 937 households representing a probable maximum of \$37,500.00 in payments from Keizer residents currently. It is anticipated that the charge may eventually rise to \$60.00 per card which Salem has characterized as reaching "parity."

G) Other Library Services

There are many other types of library services available in the community. Many, if not most, of the local churches have libraries of inspirational and religious materials available to their parishioners. The Senior Center also provides a very limited number of books to those it serves. The Salem Public Library/Assistance League "Operation Bookshelf" established in 1972 provides

²According to Salem's records there are 16,347 patrons in the 97303 zip code area which includes North Salem and Keizer. Between July 1, 2000 and June 30, 2001 residents of the 97303 zip code borrowed 179,000 items from the Salem Public Library. It is impossible to tell how many of these patrons are actually from Keizer. However, known Keizer cardholders would constitute 40.8% (6,669 out of 16,347) of all cardholders in the 97303 zip code area. If those Keizer cardholders check out a proportionate share of materials, they would have checked out some 73,025 items during the 2000-2002 period specified above or an average of 10.9 items per patron per year.

³Half (or 50%) is used in this calculation since Keizer constitutes approximately half of the non-Salem metro area population.

book deliveries to shut-ins in the community, including Keizer. The Rotary Club gives every fourth grader a dictionary.

Finally, as Keizer is located in the center of the Willamette Valley, there are many other Library resources available within an hour's drive. Keizer residents may also use the other libraries of the CCRLS. They may also use the State Library in Salem and may purchase a non-residents card from other libraries. The Multnomah County Library in Portland, for example, offers a full service library card for \$70.00. Keizer residents with Multnomah County Library cards can select books online for home delivery for an additional \$2.00 delivery charge. This charge includes multiple book deliveries. Keizer residents may also be able to access various other local libraries such as the Oregon State Library in Salem, the Willamette University Library, Western Oregon University, Mount Angel Abbey Library subject to various institutional policies, conditions, and restrictions.

Of course, status quo of library services would not be complete without mentioning the access to books, articles, and resources on line via the internet which is accessible to any Keizer resident with access to a computer on line.

It is important to also keep in mind that library services are not simply limited to books. Modern libraries typically provide a great deal of services in addition to library books, such as classes, meeting rooms, classes, auditoriums, activities, etc. Libraries typically also serve as a focus or meeting place for the community. While the Reading Connection provides some local books, it does not provide any of the other services locally. To partially fill this gap the Heritage Building, Keizer City Hall and police auditorium are available for public meetings and gatherings on a reservation basis. The McNary auditorium and library has been used for music recitals and other public gatherings. The committee, however, was unable to identify safe and quiet public places within Keizer for residents to study or read (other than restaurants and coffee houses). Keizer, moreover, has very limited public access to computers or the internet and there were no local places in Keizer identified for adult instruction or tutoring in computers or in internet skills.

H) Status Quo Summary

While it is true that Keizer does not have a city sponsored library, it is not true that the residents of Keizer do not have access to any library services. With that main Salem Public Library only 5 miles and 15 minutes away, Keizer residents with either a car or bus access can use the Salem Public Library and to a limited degree can check out materials from the Library. This right to limited access is already being paid for by the CCRLS tax. If Keizer residents need more library services they also have the option of paying \$40.00 for a household library car allowing unlimited library services although that fee is expected to eventually increase to \$60.00 per household.

There are even more library resources available for the children of Keizer. The children have essentially full library rights with the Salem Public Library free "Kids Cards" which are in addition to the library books and computer training available at the Salem/Keizer public schools.

The primary local facility is the Reading Connection which is run by volunteers and provides a limited, although still underutilized, book supply. The library does not offer typical "public library" or librarian services. Unfortunately, the collection contains minimal recent research materials and has inadequate sitting or study areas and has limited hours. Moreover, the Reading Connection may not be a long term solution as many key volunteers may not continue indefinitely. The Reading Connection also appears to be somewhat financially vulnerable since it is dependent on subsidies from the Heritage Building and on donations and book sales of its overstock. It has no regular income to meet its minimal monthly expenses for rent and utilities.

I) Annual Cost for Status Quo:

Payment to CCRLS	\$ 93,489.04
Payment to KURB on CCRLS tax	16,391.08
Estimated payment by Keizer Residents for Library Cards	37,500.00
Keizer Reading Connection rent \$254.00 month x 12 =	3,048.00
Total yearly Costs for current library services:	\$150,428.12
Tax Rate (CCRLS only)	.08
Cost per average \$125,000.00 home: (for CCRLS only)	\$10.00

II. THRESHOLD LIBRARY

"THRESHOLD" LIBRARY REQUIREMENTS AND STANDARDS

The Standards for Oregon Public Libraries: 2000, published by the Oregon Library Association, describe in some detail the standards which must be met by libraries at three levels: "Threshold", "Adequate," and "Excellent." Standards are progressively higher, with the "Threshold" level being the lowest, and "Excellent" being the highest. Within each of those categories, specific quantitative standards vary by community size. After considering all of the alternatives available, it was the strong sense of the majority of the committee that it would be inappropriate to recommend that the City of Keizer adopt less than a "Threshold" library for a community of its size. The Ad Hoc Library Task Force, therefore, previously recommended to the city that it establish a "Threshold" Library as follows:

Establish a library providing "Threshold level" service for a city of our size, based on STANDARDS FOR OREGON PUBLIC LIBRARIES: 2000, a publication of the Oregon Library Association.

Our purpose here is not advocacy, but to consider such a library in comparison to the other alternatives we have been asked to consider.

The specific numerical requirements of a threshold library per the 2000 Standards for a

community of 32,203 people and 12,110 households (per Keizer's 2000 census population⁴) are set forth immediately below:

Access

1. Public access catalog provided through an integrated on-line system.
2. Minimum of 50 hours per week the library is open to the public

Staff⁵

1. 12.25 staff FTE positions (0.35/1000 population plus a director). The estimated annual costs of all personnel (including the director) would be approximately \$616,077.90. The breakdown for personnel costs would include:
 - a) Two Professional Librarians FTE (1/5) to have MLS (Masters of Library Science) degree. Estimated salary per librarian⁶ is \$ 48,648.00 (city range 23) with an estimated cost to the city of 65,674.80 per librarian for a total of \$ 131,349.60.
 - b) Four Librarian Technicians (est). (Skilled in some library services but no degree or management responsibilities). Estimated average salary is \$32,802.00 (city range 15) with an average cost to the city of \$44,282.70 per technician for a total cost of \$177,130.80 for these four technicians.
 - c) Five and 1/4 Clerks (est). (Assistants, bookshelvers, check out clerks, etc). Estimated average salary is \$ 29,760.00 (city range 13) with an average cost to the city of \$40,176.00 per FTE for a total annual cost of \$210,924.00.
 - d) Director. Also required to have a Masters of Library Sciences. Estimated average salary of \$71,610.00 (city range 31) with an average cost to the city of \$96,673.50 per year for this position.

⁴ Summary of Census Data is attached to the end of this report.

⁵ Have paid library staff available 100% of the time that the library is open to the public. Library Director to work the number of hours per week (up to 40 hours/week) that the library is open to the public.

⁶ Estimated salaries were arrived by Diane Hunt, Director of Human Resources for the City of Keizer after reviewing the city pay scale grid, policies, and history and after reviewing the Local Government Personnel Institute (LGPI) September 2000, Library Compensation Survey. The LGPI is a branch of the League of Oregon Cities. After considering these factors Ms. Hunt's initial opinion and best estimate for the staff costs for various library personnel were provided to the Task Force to assist in their comparisons. However, Ms. Hunt was only asked for her current opinion and was not asked to spend any city resources to formulate a more exact or accurate number. She was not asked to and did not thoroughly research the issue, did not place any adds or do any market research, and her opinions are only intended as unaudited ballpark estimates to assist the Task force in comparing the various library alternatives. See attached January 25, 2002 letter signed by Diane Hunt.

Books and Periodicals

1. Periodical/newspaper browsing collection of 161 subscriptions (5/1000)
@ 50 per subscription average cost is \$ 8050.00 per year.
2. Book collection of no less than 64,406 volumes (2 per capita).
Start up cost @ \$ 20.00 per book average is \$1,288,120.00⁷. Thereafter, under the Oregon Library Association threshold standards at least 20% of the book collection will be reviewed each year to "consider withdrawal based on criteria such as use, currency, and condition." Assuming an actual replacement rate of only 5% (eventually replacing 3,220 books per year and replacing the entire collection every 20 years) then the annual cost for keeping the book collection current would be approximately \$64,406.00 per year).

Technology

1. A minimum of 13 public internet access workstations (1/2500).
Average cost 1,250.00 for standard computer, monitor, keyboard, printer etc per station initial costs plus additional \$1,000.00 costs per work station for desk or other furniture, networking, internet access and special wiring costs at per station for a total cost of \$29,250.00.

Computers to be replaced on a seven year cycle for an replacement of 1.87 systems per year at an annual cost of approximately \$2,321.42 for equipment. Costs for expenses such as programs, printer paper and ink were not calculated.

2. Provide access to at least one electronic periodical database.
EBSCO "family" of databases. Includes full-text and indexing for back issues of magazines, medical journals, business journals, and other information @ \$ 2,900.00/year based upon Keizer's 2000 census population.
3. Provide Internet access to all stations (costs undetermined).

Community Involvement

1. Have an active Friends group assisting the library
2. Use volunteers, as opportunities arise, but not to displace paid staff

Facilities

1. 24,484 square feet (3050 sq. ft. for first 4000 population and .76 sq. ft. per capita in excess of 4000 population) at an estimated cost of approximately \$181.80 per square foot for the facility and \$ 15.00 per square foot for a equal size parking lot (24,484 sq. ft) for a total cost of \$ 4,818,451.20.

⁷ Statistics for average costs per book, periodicals, etc derived from Sourka Bowker.

The Silver Falls District did a major remodel in 1996 creating a 17,000 square foot facility at a cost of approximately 1.6 million. The cost of the much smaller 6,000.00 square foot West Salem Branch built in 1995 was \$510,000 (excluding land cost). At a cost of \$100 per square foot, an estimate utilized in the previous Report of the City of Keizer Library Services Ad Hoc Task Force, a 24,484 square foot facility would cost \$2.45 million. On the other hand, City of Salem staff in July, 2001 estimated land costs at \$15.00 per square foot and construction at \$120 per square foot. Architectural costs, other "soft costs" and equipment were estimated by Salem staff to add another 39% to the cost of construction. For present purposes, the Task Force has calculated costs at \$181.80 per square foot for the facility (including "soft costs" and equipment) utilizing the formula suggested by Salem staff, and also estimated a consistent \$ 15.00 per square foot for the parking facility for each proposal. For purposes of consistency and comparison the task force then also assumed that the parking facility would need to be the same size as the structure. The task force then applied the same approach to all cost estimates for the 21st Century Library Proposal and the option of partnering with Salem. Utilizing the cost estimates of Salem staff, the cost of a 24,484 square foot "threshold level" facility would be approximately \$ 4,451,191.20. Assuming an equal number of square feet for parking facilities, a parking lot of 24,484 square feet would add an additional \$ 367,260.00 to the cost of the land for a total cost of \$ 4,818,451.20 not including the costs of grading, paving, and striping the parking area.⁸

Initial Supplies

Initial supplies such as pens, paper, desks or workstations, telephones, decorations, (not including book shelving or public computer station costs. Estimated at \$1,500.00 per FTE for a total of \$18,375.00.

Maintenance and Misc Supplies

Annual reserves and expenses for maintenance, upkeep, and misc supplies are estimated at 15% of personnel costs for a total of \$92,411.68 per year.

TOTAL ESTIMATED COSTS FOR THRESHOLD LIBRARY:

INITIAL SET UP COSTS OF THRESHOLD LIBRARY:

Building Land and Construction	4,451,191.20
Land for parking lot	367,260.00
Book Collection	1,288,120.00
Periodical Collection	8050.00
Computers and technology	29,250.00
Electronic Database	2900.00
Misc Supplies.	18,375.00
TOTAL INITIAL SET UP COSTS	\$6,165,146.20

⁸ As the costs of building parking facilities varies dramatically depending on the type of lot or structure used, the Task Force did not estimate the costs of engineering, building or paving parking facilities.

Tax burden of initial set up costs per 1,000.00 in assessed value ⁹ .	\$4.4885
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Average Cost per Keizer Homeowner ¹⁰	\$561.06
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ANNUAL COSTS OF THRESHOLD LIBRARY¹¹

Wages and Salaries	616,077.90
Books and Periodicals (annual update/ replacements)	72,456.00
Technology upgrade budget	2,321.42
Electronic Database	2,900.00
Maintenance and Misc Supplies	92,411.68

TOTAL ANNUAL COSTS ¹²	\$786,167.00
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Annual Tax Rate per 1000 in assessed value ¹³	00.6727
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Cost per average Keizer Homeowner ¹⁴	\$84.09
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(Not including costs for initial set up)

⁹ Calculation for tax burden for initial set up assumes that such costs for the initial costs of a Library will be shared by the entire district including the urban renewal district. Total needed annual costs, rounded to the nearest thousand (6,165) divided by the assessed value for the entire district (1,373,503,250.00) rounded to the nearest thousand (1,373,503) = \$4.4885 per thousand in assessed value. (rounded up to nearest 1/100 cent).

¹⁰ Calculations for average \$ 125,000.00 home in Keizer.

¹¹ These figures, are used for the purposes of comparison and are based on the best information available to the Task force. However, as the Task Force was not allocated any resources in which to complete its task these numbers are only ball park estimates at best. A more complete analysis by professionals in the field or staff will be required to obtain a more accurate or reliable estimate.

¹² Use of an average operating budget under 1994 OLA library standards adjusted to 2002 would be somewhat lower. \$16.00 per capita in 1993 dollars adjuster for CPI changes (roughly 22%) would be \$19.52 per capita in 2002. At 32,203 population this would amount to \$628,602.00 per year rather than the figure shown above. The committee did not utilize these numbers in the analysis in order to preserve comparability between alternatives evaluated.

¹³ If a special levy were imposed over both the Urban Renewal and other areas of the city, only the areas outside the city would be able to pay for the library's yearly expenses until the urban renewal district closes. Therefore, since KURB funds are not likely to be usable for library card, the tax burden is calculated by dividing the total cost by the assessed value in Keizer outside KURB which is \$1,168,613,000.00 rather than entire district which is \$1,373,503,000.00.

¹⁴ Calculation based on average \$125,000.00 home in Keizer.

III. 21st CENTURY LIBRARY (COMMUNITY RESOURCE CENTER)

As an alternative to the Threshold Library, Councilor Walsh has suggested that since Keizer residents already have considerable library services available to them through the CCRLS and Salem Public Library systems, that we consider building a library that recognizes, supplement and builds upon these already existing resources.

Councilor Walsh suggested that Keizer conserve its financial resources by not attempting to follow the Oregon Library Association's standards in regard to library size, book and periodical collection, and staff levels for "stand alone libraries" in cities the size of Keizer. Instead he suggested that we use our limited resources to build a "niche" library or Community Resource Center that is approximately the cost and size of a typical branch library but is not run by Salem Public Library. This "niche" library would be able to focus on exceeding the "excellence" standards" in a few select areas of library services, chosen by Keizer, which could include the following:

1. High emphasis on electronic information and technology. Provide equipment and staff to assist citizens to obtain information from the internet or other electronic mediums. Provide fully funded sinking fund to maintain state of the art computer equipment and internet access capabilities. Exceed all standards of the Oregon Library Association in this area.
2. Provide a comfortable, quiet and relaxing place to read or study as a priority
3. Provide adult and children education programs that meet or exceed excellence standards.

In addition to these "niche" services, this alternative will also have basic library services including a limited book and periodical collection and basic commonly used reference and resource materials.

In summary, this "niche" library would provide services surpassing the standards in a few but not all areas of library service. As a result this library may not meet the full membership standards in CCRLS which would mean that Keizer residents may not be entitled to any additional services under the CCRLS system than Keizer residents currently have as itemized under the status quo analysis above.

A brief summary of services provided include the following:¹⁵

¹⁵ Cost comparisons were standardized for comparison purposes. For example the cost of a book or the cost of a director is the same in all alternatives.

Access

1. Public access catalog provided through an integrated on-line system.
2. Minimum of 50 hours per week the library is open to the public

Staff

1. 6 staff FTE positions (including the Director). The estimated annual costs of all personnel (including the director) would be approximately \$ 331,265.20. The breakdown for personnel costs would include:

- a) One Professional Librarian/Computer/Internet instructor and computer resource position. Either have a Masters of Library Science (MLS) degree or comparable computer or information related degree. Must be able to instruct and assist library users in how to use computers, various programs, and to access reliable information from the internet or from other computer data bases available to the library. Able to also instruct on use of computers and commonly used programs, i.e. Word, WordPerfect, Excel, Quicken, etc. Estimated salary is \$48,648.00 (city range 23) with an estimated cost to the city of 65,674.80 per year.
- b) One Volunteer/Educational Coordinator. Position to coordinate volunteer efforts and educational programs. Would attempt to use volunteers for assisting the library, obtaining donations for usable books and materials, and for education efforts as much as possible but would also have a \$20,000.00 annual budget for hiring educators as independent contractors to present community education programs and for supplies needed for such educational or children's programs. Estimated average salary is \$32,802.00 (city range 15) with an average cost to the city of \$44,282.70.
- c) One Librarian Technician (est). (Skilled in some library/computer/internet services but no degree or management responsibilities would be required). Estimated average salary is \$32,802.00 (city range 15) with an average cost to the city of \$44,282.70.
- d) Two Clerks (est). (Assistants, bookshelvers, check out clerks, etc). Estimated average salary is \$ 29,760.00 (city range 13) with an average cost to the city of \$40,176.00 per FTE for a total annual cost of \$ 80,352.00.
- e) Director. Also required to have a Masters of Library Sciences and also special experience and training in computer and electronic information access. Estimated average salary of \$71,610.00 (city range 31) with an average cost to the city of \$96,673.50 per year for this position¹⁶.

¹⁶ The Director of a 6 person department may not warrant city range 31, but for purposes of keeping the numbers for the various proposals consistent, this higher number is used in this summary.

Books and Periodicals

1. Periodical/newspaper browsing collection of 20 subscriptions

@ 50 per subscription average cost is \$1,000.00 per year.

2. Stabilize Book collection at 20,000¹⁷ volumes.

a) Start up with Reading Connection collection of 12,000+¹⁸ volumes.

b) Budget \$20,000.00 start up for limited resource book collection and to help supplement materials missing in the Reading Connection collection. At \$20.00 average per book this will add 1,000 new books to the start up collection.

c) Budget \$5,000.00 per year for new additions/replacements @ \$20.00 per book could purchase the equivalent of 250 books per year not otherwise donated. Continue to rely upon donations of good condition books, videos, and other library materials along with the \$5,000.00 annual budgeted amount to keep books current and usable and to allow discarding of unused or damaged materials and to allow the total volume to grow to a stable permanent collection of approximately 20,000 volumes.

Technology

1. A minimum of 15 public internet access workstations which exceeds all "excellent" standards. Consisting of the following:

a) 10 "standard" computers, monitor, keyboard, printer etc at an average cost \$1,250.00 for per station plus an additional \$1,000.00 per work station for desks or other furniture, networking, internet access and special wiring for a total of \$2,250 per station for a total cost of \$22,500.00.

b) 5 "top of the line" personal computers from various manufactures including both IBM (Windows) and Mac/Apple products. Average cost per unit \$2,500.00 plus \$1,000.00 work station and wiring, for total cost of \$3,500.00 per station for a total of \$17,500.00.

¹⁷ This would start with the reading collection library and would grow as donations and newly purchased books increase the library size until it stabilizes at 20,000 books. By way of volume comparison only, the libraries at most Keizer elementary schools are significantly under 15,000 volumes. McNary High School library had 22,448 volumes as of July 2001. The proposed Salem Library branch would probably have a comparable "opening collection" of approximately 20,000 volumes.

¹⁸ The Reading Connection has approximately 12,000 indexed volumes in good condition plus various video tapes and other library materials which they have indicated could be donated to a city library and has projected that it has many thousands more in storage and many more are able to be donated in good or excellent condition if there were room available in the library. See Status Quo discussion

c) Computers to be replaced on a three year cycle for an replacement of 5 systems per year at same ratio of 1/3 top of the line and 2/3 "standard" computers for an estimated annual cost of approximately \$ 8,333.33 for computer equipment per year. Costs for expenses such as programs, printer paper and ink were not calculated.

2. Provide access to at least two electronic periodical database. EBSCO "family" of databases. Includes full-text and indexing for back issues of magazines, medical journals, business journals, and other information @ \$ 2,900.00/year based upon Keizer's 2000 census population. A second similar type of data base with another "family" of literature would also be provided at the cost of an additional \$ 2,900.00 per year for a total database cost of \$ 5,800.00

3. Provide high capacity internet access to all stations (costs undetermined).

Community Involvement

1. Have an active Friends group assisting the library
2. Use volunteers, as opportunities arise, and as a regular supplement to paid staff, coordinated with a paid volunteer/education coordinator as a FTE. Surpasses "threshold" standards for community involvement.

Facilities

1. 10,000 square foot facility plus 10,000 square foot parking lot at an estimated cost of approximately \$1,968,000.00.

The Silver Falls District did a major remodel in 1996 creating a 17,000 square foot facility at a cost of approximately 1.6 million. The cost of the much smaller 6,000.00 square foot West Salem Branch built in 1995 was \$510,000 (excluding land cost). At a cost of \$100 per square foot, an estimate utilized in the previous Report of the City of Keizer Library Services Ad Hoc Task Force, a 10,000 square foot facility would cost \$1 million. On the other hand, City of Salem staff in July, 2001 estimated land costs at \$15.00 per square foot and construction at \$120 per square foot. Architectural costs, other "soft costs" and equipment were estimated by Salem staff to add another 39% to the cost of construction. For present purposes, the Task Force has calculated costs utilizing the formula suggested by Salem staff, applying the same approach to cost estimates for the 21st Century Library Proposal, the cost of a 10,000 square foot "threshold level" facility would be approximately \$1,818,000.00. Assuming an equal number of square feet for parking facilities, a parking lot of 10,000 square feet would add an additional \$ 150,000.00 to the cost of the project for a total of \$1,968,000.00 not including the costs of grading, paving, and striping the parking area.¹⁹

¹⁹As the costs of building parking facilities varies dramatically depending on the type of lot or structure used, the Task Force did not estimate the costs of engineering, building or paving parking facilities.

Initial Supplies

Initial supplies such as pens, paper, desk, or workstations, decorations, (not including book shelving or public computer station costs). Estimated at \$1,500.00 per FTE for a total of \$10,500.00.

Maintenance and Misc Supplies

Annual reserves and expenses for maintenance, upkeep, and misc supplies are estimated at 15% of personnel costs for a total of \$59,541.07 per year.

TOTAL ESTIMATED COSTS FOR 21ST CENTURY (COMMUNITY RESOURCE CENTER) LIBRARY

Initial Set up Costs of 21ST Century Library:

Building Land and Construction	1,818,000.00
Land for parking lot	150,000.00
Book Collection to supplement Reading Connection collection	20,000.00
Periodical Collection	1,000.00
Computers and technology	40,000.00
Electronic Database	5,800.00
Misc Supplies.	9,000.00

TOTAL INITIAL SET UP COSTS	<u>\$2,044,300.00</u>
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Tax Burden of initial set up costs per \$1,000.00 in assessed value ²⁰	\$1.48
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Cost per average Keizer Homeowner ²¹	\$186.05
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Annual Costs of 21ST Century (Community Center) Library

Wages and Salaries	331,265.20
Books and Periodicals (annual update/ replacements)	5,000.00
Technology upgrade budget	8,333.33
Electronic Database	5,800.00
Education Subcontractor fund	20,000.00
Maintenance and Misc Supplies	59,541.07

TOTAL ANNUAL COSTS	<u>\$429,939.60</u>
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²⁰ See footnote 9 for calculation methodology

²¹ See footnote 10

Annual Average Annual Cost per 1000 in assessed value
(Not including costs for initial set up)²²

00.3679

Cost per average Keizer Homeowner²³

\$45.99

IV. PARTNERING WITH SALEM

In mid-September, Councilor Richard Walsh, Task Force Member Alan Bennett, and Jane Kirby met with Salem Public Library Director Gail Warner and Assistant Director Bob Miller and posed to them several questions regarding potential Salem Keizer library partnerships. The following summarizes that meeting.

Salem staff indicated that if Keizer should decide to pay for library cards for Keizer residents, cards would be issued at \$40.00 per household (or the going rate at that time) paid by the City on behalf of Keizer residents. Staff could not offer any kind of "volume discount" because other members of CCRLS library abide by a similar fee structure for their non-resident patrons. Staff expressed the view that Salem either would not be able or would not be willing to make Salem Public Library an exception. Whether that position is negotiable is unknown and goes beyond the responsibility of the Ad Hoc Task Force. There are approximately 12,110 households in Keizer per the 2000 Census. We estimate that 26-60% of all households would make use of the Salem Public Library if it were available. The latter figure is approximately the percentage of usage within Salem and might be expected to develop in Keizer over time. At \$40/per household, the cost of providing this services is estimated to range from \$125,944.00 (26% usage) to \$290,640.00 (60% usage). At \$60/per household, the cost providing this service is estimated to range from \$188,916.00 (26% usage) to \$435,960.00 (60% usage) with an average of \$312,438 which was felt to be the most likely scenario for purposes of comparison. The maximum exposure to the city would be approximately \$726,600.00 if there were 100% usage at the \$60.00 rate.

Warner has worked extensively with contract libraries in her previous library career and indicated a personal willingness to consider a contract for library services to the City of Keizer. Any contract, of course, would require Salem City Council approval and that idea has not been presented to the Council. In this scenario, it is expected that Keizer would provide a library building while the City of Salem provided staffing, personnel/payroll, materials, books, and other services through an inter-city contract. We have assumed that the cost of constructing a library building would be similar to that of constructing a branch facility under a Library District scenario. We have also assumed that the cost of operating would be similar, and that Salem would require full reimbursement under any contract. Using the same \$181.80 per square foot

²² See footnote 13 for methodology

²³ See footnote 14

formula used in the other scenarios. (including "soft costs" and equipment) the 12,000 square foot facility would cost approximately \$2,131,600.00 and a 12,000.00 square foot parking lot would add an additional \$180,000.00. Salem staff also indicated that a 20,000 item opening collection would run around \$20 per item (about \$400,000 total). Keizer would also pay for all maintenance, upkeep, repairs to the building and utilities involved with the operation.

A contract with Salem to operate a Keizer-owned facility would include the cost of amortizing the basic collection cost plus cover the estimated operating expenses and any additions to the collection. For purposes of comparing the raw cost of a contract local library branch against the other options, we have assumed that the initial expenses for the building and capital expenses calculated the same as if it were all paid in a lump sum, the same as the other scenarios although it is acknowledged that Salem would probably provide many books and supplies and would include the cost in a payment plan.

A 50 hour per week open schedule would take around six people (five FTE's) plus volunteers and would cost between \$350,000 and \$370,000 a year to operate. For purposes of comparing the figures with the other scenarios the committee identified approximately \$320,000.00 in expenses (not including initial capital to build the library). Although the \$350,000 - \$ 370,000.00 may be more accurate, the \$320,000.00 number is used for comparison purposes as it is acknowledged that all comparables have not considered all possible expenses.

Above and beyond reimbursement for direct costs of the contract library, Salem would also charge a fee for directors services, administration, bookmobile services, etc. The amount of such a fee is unknown at this time. Based upon the costs vs revenue of a branch of a district library and other factors it can be expected that Salem might charge \$100,000.00 or more to "run" the branch library. This is a fairly speculative estimate since we did not receive any direct quote from Salem. This is a number that will need to be negotiated directly with Salem and must be approved by the Salem City Council. For that reason a more accurate estimate is not possible.

TOTAL ESTIMATED COSTS FOR PURCHASING SALEM PUBLIC LIBRARY CARDS FOR RESIDENTS OF KEIZER

Initial Set up Costs for Purchase of Cards:	0.00
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Annual Costs of Purchasing Library Cards

Best estimated payment to Salem

(for 5,207 (43%) households @ anticipated \$60.00 per card)	= \$ 312,438.00
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Annual Average Cost per 1000 in assessed value ²⁴	.2673
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²⁴ If a special levy were imposed over both the Urban Renewal and other areas of the city, only the areas outside the city would be able to pay for the library cards until the urban renewal district closes. Therefore, since KURB funds not likely to be usable for library card, the tax burden is calculated by dividing \$312,438 by the assessed value outside KURB which is \$1,168,613,000.00 rather than entire district \$1,373,503,000.00.

Cost per Average Keizer Homeowner of \$125,000.00 home

\$33.42

These figures, are used for the purposes of comparison and are based on the best information available to the Task force. However, as the Task Force was not allocated any resources in which to complete its task these numbers are only ball park estimates at best. A more complete analysis by professionals in the field or staff will be required to obtain a more accurate or reliable estimate.

Contract Library:

TOTAL ESTIMATED COSTS FOR 12,000 SQ. FT. CONTRACT LIBRARY

(We build and maintain the library structure and provide for all the books and supplies and materials. Salem staffs and runs the library and charges for all of its expenses and administration services.)

Initial Set up Costs of 12,000 sq foot "Contract" Library:

Building Land and Construction	2,181,600.00
Land for parking lot (12,000 sq ft. @ 15.00 per foot)	180,000.00
Book Collection	400,000.00
Periodical Collection (60 periodicals)	3,000.00
Computers and technology (6 @ 2,250 (including stations, wiring etc)	13,500.00
Electronic Database	00.00
Misc Initial Supplies. (Five FTE's x 1,500.00)	7500.00

TOTAL INITIAL SET UP COSTS

\$2,785,600.00

Tax Burden of Initial Set Up Per \$1000.00 in assessed value²⁵
Average Cost to Keizer Homeowner

\$2.03
253.75

²⁵ See footnote 9 for calculation method

Annual Costs of "Contract Library" Library

Wages and Salaries Staff²⁶

\$ 255,984.30.

1. Five staff FTE positions (five staff including manager but no director). The estimated annual costs of all personnel would be approximately \$ 255,984.30. Although the breakdown is unknown, the breakdown for personnel costs might include:

- a) Two professional librarians FTE to have MLS (Masters of Library Science) degree. One librarian to be a manager but work under the direction of Salem's director. Estimated salary per librarian²⁷ is \$ 48,648.00 (city range 23) with an estimated cost of \$65,674.80 per librarian for a total of \$131,349.60.
- b) One Librarian Technicians (est). (Skilled in some library services but no degree or management responsibilities). Estimated average salary is \$32,802.00 (city range 15) with an average cost of \$44,282.70.
- c) Two Clerks. (Assistants, bookshelvers, check out clerks, etc). Estimated average salary is \$ 29,760.00 (city range 13) with an average cost to the city of \$40,176.00 per FTE for a total annual cost of \$ 80,352.00.

Books and Periodicals (annual update/ replacements) 5% per year. (Twenty year upgrade cycle)	20,000.00
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Periodicals (60 subscriptions)	3,000.00
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Technology upgrade budget (13,500.00 base with 5 year cycle)	2,700.00
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Maintenance and Misc Supplies (Annual reserves and expenses for maintenance, upkeep, and misc supplies)	38,397.64
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²⁶ Have paid library staff available 100% of the time that the library is open to the public. Library Director to work the number of hours per week(up to 40 hours/week) that the library is open to the public.

²⁷ Estimated salaries were arrived by Diane Hunt, Director of Human Resources for the City of Keizer after reviewing the city pay scale grid, policies, and history and after reviewing the Local Government Personnel Institute (LGPI) September 2000, Library Compensation Survey. The LGPI is a branch of the League of Oregon Cities. After considering these factors Ms. Hunt's initial opinion and best estimate for the staff costs for various library personnel were provided to the Task Force to assist in their comparisons. However, Ms. Hunt was only asked for her current opinion and was not asked to spend any city resources to formulate a more exact or accurate number. She was not asked to and did not thoroughly research the issue, did not place any adds or do any market research, and her opinions are only intended as unaudited ballpark estimates to assist the Task force in comparing the various library alternatives. See January 25, 2002 letter signed by Diane Hunt.

are estimated at 15% of personnel costs.

Payment to Salem Public Library for Administration, Director services,
Education programs, electronic database access, support, Bookmobile, etc 100,000.00
professional consultation and guidance etc.²⁸

TOTAL ANNUAL COSTS OF CONTRACT BRANCH LIBRARY	\$420,081.94
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Average Annual Cost per 1000 in Assessed Value ²⁹	.3594
Cost to Average Keizer Homeowner of \$125,000.00 home.	\$44.93

V. CREATING A LIBRARY DISTRICT

Based on a review of its charge from City Council, the Task Force determined that the only library district to be considered for discussion by this Task Force was the Salem-Keizer-Turner Area Library District as proposed in 1999. Alan Bennett and Lea Jenny of the Library District Sub-Committee met on July 18, 2001 to review and discuss a library district as a component of a package of library services for Keizer Residents.

Alan Bennett subsequently attended a Salem Library Partnership Sub-Committee meeting with Gail Warner, the Director, and Bob Miller, the assistant Director, of the Salem Public Library, and later attended, with Lea Jenny, a follow-up meeting which also included members of the Status-Quo Committee. Finally, Alan Bennett discussed the possible form a library district might take with Bob Miller by telephone.

This report, then, is based on these meetings and discussions. Some of the following has been excerpted from a report written by Alan Bennett as its Chair of the Sub-Committee on Finance and presented to the Library District Working Committee and later to the Keizer City Council in 1999.

A. Background: The work of the Salem-Keizer-Turner Area Library District Working Committee (1999):

On September 15, 1999, the Sub-Committee on Finance presented to the Salem-Keizer-Turner Area Library District Working Committee a report including a draft Pro-forma budget for the first

²⁸ The number for payment to Salem Public Library above the amount of the direct costs of the facility is completely unknown at this time. The \$100,000.00 number is based on assumptions that may not prove accurate. If Keizer wishes to pursue this option, Salem will need to be formally approached on what they would charge to administer, run, and support our library. The library director was unable to estimate what the Salem City Council might charge Keizer for those services.

²⁹ See footnote 13 for methodology.

and third years of a proposed Library District. The working committee recommended that the district election be held in November of 2000 which meant the years for the Pro-forma budget to be the first and third years, 2001/2002 and 2003/2004.

The proposed budget incorporated information provided by the Polk County Assessor's Office and an estimated assessed valuation for the Marion County component developed by Jim Breithaupt of Moore, Breithaupt and Associates. In addition, the working committee was advised that the maximum tax rate that could be considered for the special library district was 60 cents per \$1000 of assessed value.

Based on these figures, the Finance Sub-Committee developed an anticipated service level which would maintain a tax rate of approximately 58 cents per \$1000 of assessed value. In arriving at the proposed district budget, Salem Public Library staff and the Finance Sub-Committee assumed a service package that included the following basic program elements:

1. Central Library: Open 64 hours per week, September through June and 60 hours per week July and August.
2. West Salem Branch Library: Open 40 hours per week all year.
3. General Services Bookmobile: Operating 5 days per week, all year.
4. Special Services: Initially serving schools, pre-schools, special youth events. Bookmobile: coming on line November 2001.
5. Twenty Outreach Sites; 17 reading collections serving senior citizens and social service populations and three locations providing general public access through volunteer-run operations set-up in Keizer, Turner and East Salem.
6. Restoration of youth literacy, story times, homework help and teen oriented services in the first quarter of fiscal year 2001/2002.
7. 75% increase in budget for library collections (books, magazines, and electronic access media) over current levels, which will reach many of the various quality measurement targets used in library evaluation.
8. Construction of three branches: Keizer, East Salem and South Salem.

Significantly, the proposed budget included within its 58 cents tax rate the accumulation of funds for construction of the three proposed branch libraries and their subsequent operation. The proposed budget projected the first new branch library to be ready for service at the end of third year of District operations. The budget showed architectural cost for design work for the development of the first branch and assumed that the land would need to be purchased. If these were donated, the building plan could be expanded from approximately 12,000 square feet to

approximately 13,500 square feet within the budget. The Finance Sub-Committee foresaw no serial levy or other additional tax financing for the two subsequent branches and believed that the third branch could have been online by the end of year six.

B. Current Analysis of Library District

City of Salem staff indicated that the service package to be offered by such a district in the near future would not differ significantly from that which was proposed in 1999, but advises that the earliest district levy would now be in 2004, so the budget figures would need to be adjusted accordingly. Salem staff suggested that the Keizer District Task Force assume normal inflation for most items, but that utility costs could grow by 50%. He also advised that a new bookmobile is being purchased by the Salem Public Library at an anticipated cost of \$160,000 rather than the \$130,000 assumed in the proposed district budget. On the other hand, some equipment costs have actually held steady or declined.

Ideally, a branch would be about 15,000 square feet rather than the 12,000 to 13,500 square feet anticipated in the previously proposed (1999) district budget and would need between $\frac{3}{4}$ and 1 acre of land. As stated previously, Salem staff estimated present land cost at \$15 per square foot and construction at \$120 per square foot. Architectural cost, other "soft costs" and equipment could add another 39% to the cost of construction. Staff indicated that a 20,000 item opening collection would run around \$20 per item for a total investment by Salem of \$400,000.00 and that a 50 hour per week open schedule would take around six people (five FTE's) plus volunteers and would cost between \$350,000 and \$370,000 a year to operate with an average of \$360,000.00 per year to Salem Public Library.

While many issues remain undecided and facts remain unknown with respect to an area-wide district providing Keizer with library services, it appears that a rate of 60 cents per \$1000 of assessed value of Keizer households remains a reasonable estimate of the cost for purposes of this Task Force.³⁰

If a district were formed at a 60 cent funding level, the approximate cost to Keizer taxpayers would be estimated at \$824,101.80. ($.60 \times \$1,373,503$). However, until the urban renewal district closes, Salem Public Library would only receive an estimated \$701,167.80 per year which represents $.60 \times \$1,168,613,000.00$, representing the assessed value for the land outside the urban renewal district. Under the scenario described above, that would be sufficient to build and operate a branch of the larger district system within the City of Keizer. As the value of the land in Keizer increases, or as the tax rate increases, so will the contribution to the library district.

³⁰ Some of the proposed services have already been undertaken by the Salem Public Library, and the growth in property valuation might well address much of the anticipated cost increases between the 2001/2002 fiscal year in the proposed budget and the 2005/2006 fiscal year of any such district anticipated in the future. Furthermore, there is no reason to believe that a rate in excess of 60 cents will be any more attractive to the affected taxing districts in 2004 than it was in 1999.

INITIAL SET UP COSTS OF LIBRARY DISTRICT: 0.00

ANNUAL COSTS³¹

1. Annual payment to Salem Public Library 701,167.80

2. Annual payment to Keizer Urban Renewal Board 122,934.00

TOTAL COST \$824,101.80

Annual Tax per 1000 in assessed value .60

Annual Average Cost per Keizer Homeowner of a \$125,000 home. \$75.00

CONCLUSION

Each of the alternatives considered above have strengths and weaknesses which the Council will want to consider in deciding which is best suited to the needs of Keizer. We conclude our analysis with a table which summarizes some of the most relevant information about each alternative.

The status quo is clearly the least cost alternative from a purely financial perspective. The cost of other alternatives are significantly greater, although there is substantial cost variation between some of the alternatives. Assuming that the Council determines that the status quo is not a viable long-term option, the reality is that providing any kind of substantial public facility will incur significant costs for acquiring and/or constructing a physical plant--regardless of the specific approach taken. Additionally, the cost of providing the collection and staffing the facility call for significant, continuing investments of public resources--again regardless of the approach taken.

Finally, the Council may wish to consider other factors which we did not address, such as local control, complexity political feasibility, and equality of access to information. The Council may also wish to consider an interim solution in the event it decides to move away from the status quo.

³¹ Cost to Keizer residents derived based upon \$1,373,503,250.00 in total assessed value in Keizer consisting of \$1,168,612,638.00 outside the urban renewal district and \$204,890,612.00 inside the district, rounded to the nearest 1,000.00 for calculation purposes at the proposed rate of .60 per thousand is assessed value. As Keizer grows or as land is taken out of the Urban Renewal District the payment from Keizer residents to the library district will increase. The Urban Renewal district currently has an assessed value of \$204,890,612. A \$0.60 library district tax would cost Keizer Residents in the Urban Renewal District an additional \$122,934.00 although that would be diverted to the Keizer Urban Renewal District until the urban renewal district closes. If the Keizer Station, is built out it could increase the assessed value in the district by \$250 million which eventually would result in an additional \$150,000.00 tax as a result of a .60 tax. All of the Library tax collected in the urban renewal district is diverted to the Urban Renewal District until the district closes, at which time library district would presumably be paid the additional \$ 272,934.00 annually from Keizer residents and businesses.



City of Keizer

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January 25, -2002

Diane Hunt
Director of Human Resources
City of Keizer
hunted@keizer.org

Re: Library Task Force Estimates

Dear Diane:

This letter will confirm our numerous discussions over the last several months regarding your best estimates for the costs of library personnel if they were to be city employees. I understand that you have reviewed the city pay scale grid, policies, and history, and have also reviewed the Local Government Personnel Institute (LGPI) September 2000, Library Compensation Survey. The LGPI is a branch of the League of Oregon Cities. After considering these factors your initial opinion and best estimate for the staff costs for various library personnel would be as follow:

a) Director of Library Services:

Estimate is range 31 which is \$ 5,178 to \$ 6,757 per month or \$ 62,136 to \$ 81,084 annual salary. The estimated average would be \$ 5,967.50 per month or \$ 71,610.00 annual salary. The average benefit package for city employees adds an estimated 35% to the costs. Taking the average of \$ 5,967.50 per month plus \$ 2,088.62 in benefits equals a total cost to the city of \$ 8,056 per month or \$ 96,673.50 per year for this position.

b) Librarian

Range 23, \$ 3,505 - 4,573. Average \$ 4,054 per month or \$ 48,648.00 average annual salary. Adding \$ 17,026 for 35% benefits is a total cost of \$ 65,674.80

c) Librarian Tech

Range 15, \$ 2,372.00 - \$ 3,095.00. Average is \$ 2,733.50 per month or \$ 32,802.00 average annual salary. Adding 35% or \$ 11,480.70 is a total cost of \$ 44,282.70.

d) Clerk

Range 13 at 2152 - 2808. Average is \$ 2,480 per month or \$ 29,760.00 annual salary. Adding 35% or \$10,416.00 is a total yearly cost to the city of \$ 40,176.00 per year.

"Pride, Spirit and Volunteerism"

Jan 25 02 10:54a

Richard M. Walsh

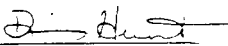
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P.3

Diane Hunt
January 25, 2002
Page 2 of 2

Please review and verify these numbers and if you continue to believe that these are the best estimates for the positions noted please sign in the space provided below. We understand that you did not thoroughly research this issue, did not place any adds or do any market research and that these numbers only represent your best opinion on these issues to help assist the library task force in achieving a ball park estimate for personnel costs. We understand that these are unaudited estimates and you are specifically reserving the right to change your opinion on all these issues after more comprehensive research, study, and evaluations of comparables and specific job duties have been completed.

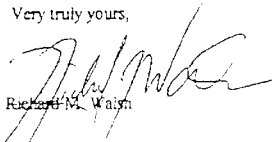
I HAVE REVIEWED AND AGREE WITH THE ABOVE ESTIMATES.


Diane Hunt
Keizer Human Resources Director

1-25-02
Date

Please call if you have any remaining questions or concerns.

Very truly yours,


Richard M. Walsh

RMW:aa

Table DP-1. Profile of General Demographic Characteristics: 2000

Geographic Area: Keizer city, Oregon

(For information on confidentiality protection, nonsampling error, and definitions, see text)

Subject	Number	Percent	Subject	Number	Percent
Total population	32,203	100.0	HISPANIC OR LATINO AND RACE		
SEX AND AGE			Total population.....	32,203	100.0
Male.....	15,629	48.5	Hispanic or Latino (or any race).....	3,950	12.3
Female.....	16,574	51.5	Mexican.....	3,230	10.0
Under 5 years.....	2,593	8.1	Puerto Rican.....	48	0.1
5 to 9 years.....	2,509	7.8	Cuban.....	18	0.1
10 to 14 years.....	2,395	7.4	Other Hispanic or Latino.....	654	2.0
15 to 19 years.....	2,199	6.8	Not Hispanic or Latino.....	28,253	87.7
20 to 24 years.....	1,863	5.8	White alone.....	28,324	87.7
25 to 34 years.....	4,920	15.3	RELATIONSHIP		
35 to 44 years.....	4,865	15.1	Total population.....	32,203	100.0
45 to 54 years.....	4,350	13.5	In households.....	31,923	99.1
55 to 59 years.....	1,538	4.8	Householder.....	12,110	37.6
60 to 64 years.....	1,151	3.6	Spouse.....	5,755	21.0
65 to 74 years.....	1,926	6.0	Child.....	9,716	30.2
75 to 84 years.....	1,423	4.4	Own child under 18 years.....	8,134	25.3
85 years and over.....	567	1.8	Other relatives.....	1,407	4.4
Median age (years).....	34.4	(X)	Under 16 years.....	520	1.6
18 years and over.....	23,273	72.3	Nonrelatives.....	1,535	6.0
Male.....	11,100	34.5	Unmarried partner.....	705	2.2
Female.....	12,173	37.8	In group quarters.....	280	0.9
21 years and over.....	22,131	68.7	Institutionalized population.....	233	0.7
62 years and over.....	4,588	14.2	Noninstitutionalized population.....	47	0.1
65 years and over.....	3,916	12.2	HOUSEHOLD BY TYPE		
Male.....	1,588	4.9	Total households.....	12,110	100.0
Female.....	2,328	7.2	Family households (families).....	8,642	71.4
RACE			With own children under 18 years.....	4,311	35.6
One race.....	31,096	96.6	Married-couple family.....	5,755	55.8
White.....	27,539	85.5	With own children under 18 years.....	3,102	25.6
Black or African American.....	242	0.8	Female householder, no husband present.....	1,354	11.2
American Indian and Alaska Native.....	444	1.4	With own children under 18 years.....	878	7.3
Asian.....	480	1.5	Nonfamily households.....	3,468	28.6
Asian Indian.....	15	0.1	Householder living alone.....	2,713	22.4
Chinese.....	93	0.3	Householder 65 years and over.....	1,014	8.4
Filipino.....	103	0.3	Households with individuals under 18 years.....	4,687	38.7
Japanese.....	84	0.3	Households with individuals 65 years and over.....	2,681	22.1
Korean.....	82	0.3	Average household size.....	2.54	(X)
Vietnamese.....	36	0.1	Average family size.....	3.07	(X)
Other Asian ¹	67	0.2	HOUSING OCCUPANCY		
Native Hawaiian and Other Pacific Islander.....	66	0.2	Total housing units.....	12,774	100.0
Native Hawaiian.....	24	0.1	Occupied housing units.....	12,110	94.8
Guamanian or Chamorro.....	2	0.0	Vacant housing units.....	664	5.2
Samoan.....	12	0.1	For seasonal, recreational, or		
Other Pacific Islander ²	28	0.1	occasional use.....	30	0.2
Some other race.....	2,325	7.2	Homeowner vacancy rate (percent).....	2.5	(X)
Two or more races.....	1,107	3.4	Rental vacancy rate (percent).....	5.7	(X)
Race alone or in combination with one			HOUSING TENURE		
or more other races: ³			Occupied housing units.....	12,110	100.0
White.....	28,531	88.6	Owner-occupied housing units.....	7,840	64.7
Black or African American.....	397	1.2	Renter-occupied housing units.....	4,270	35.3
American Indian and Alaska Native.....	901	2.5	Average household size of owner-occupied units.....	2.57	(X)
Asian.....	209	2.2	Average household size of renter-occupied units.....	2.57	(X)
Native Hawaiian and Other Pacific Islander.....	142	0.4			
Some other race.....	2,794	8.7			

- Represents zero or rounds to zero. (X) Not applicable.

¹ Other Asian alone, or two or more Asian categories.² Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.³ In combination with one or more of the other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Census 2000.

INITIAL COSTS COMPARISONS

	Threshold Library	21 st Century Library/ Community Resource Center	Partnership with Salem (local building and reimburse Salem for all costs)	Partnership with Salem (card)/District Proposal & Status Quo
Initial Book Collection	64,406 @ 20.00 per book = \$1,288,120.00	12,000 Reading Connection books and 1,000 new books @ 20.00 per book for \$20,000.00 cost.	20,000 @ 20.00 per book = \$400,000.00	0.00
Periodicals initial collection	161 subscriptions @ \$50 = \$8,050.00	20 @ \$50.00 = \$1000.00	60 @ \$50.00 = \$3,000.00	0.00
Computer and Technology	13 regular computer stations @ \$2,250.00 = \$29,250.00	10 regular computer stations @ \$2,250 plus 5 top of the line computer stations @ \$3,500.00 = \$40,000	6 regular computer stations @ \$2,250 = \$13,500.00	0.00
Electronic Database	One major data base "family" = \$ 2,900.00	Two major data base "families" @ 2,900 \$ ea. = \$5,800.00	0.00	0.00
Building	24,484 sq foot @ 181.80 incl. land (not parking lot) = \$4,451,191.20	10,000.00 sq. foot @ 181.80 including land (not parking lot) = \$1,818,000.00	12,000.00 sq. foot @ 181.80 including land (not parking lot) = \$2,181,600.00	0.00
Land for Parking Lot	24,484 sq feet @ 15.00 per sq. Foot = \$367,260.00	10,000 sq. feet @ 15.00 per sq. Foot = \$150,000.00	12,000 sq. foot @ 15.00 per sq. Foot = \$180,000	0.00
Misc. Supplies	\$1,500 per each of 12.25 FTE = \$18,375.00	1,500.00 per each of 6 FTE = \$9,000	1,500 per 5 FTE = \$7,500.00	0.00
Total costs	\$6,165,146.20	\$2,044,300.00	\$2,785,600.00	\$0.00
Tax Load per \$1000.00 in assessed value*	\$4.49	\$1.48	\$2.03	\$0.00
Average Cost per Keizer Homeowner**	\$561.06	\$186.05	\$253.75	\$0.00

* Assumes Kurb Contrib. Costs divided by 1,373,503,000.00 in total assessed value

** Calculated at Tax Load Rate x \$125,000.00 for a typical value for a Keizer Home

YEARLY COSTS COMPARISONS

	Threshold Library	21 st Century Library (Community Resource Center)	Partnership with Salem (local building)	Buy Salem L. Card	District Proposal
*Yearly book replacement/ supplement cost	5% replacement (20 yr cycle)= 3220 books @ \$20 ea.= \$64,406.00.	Mostly donations, plus 200 add'l books yr @ \$20 ea. = \$4,000.00	5% (1000 bks) (20 yr. cycle)= 1000 bk = \$20,000.00	0.00	0.00
Periodicals yearly	161 periodicals @ 50 ea. = \$8050.00	20 periodicals @ 50.00 ea. = \$1,000	60 periodicals @ 50 ea. = \$3,000.00	0.00	0.00
Computers and Technology*	13 regular computers on 7 year replacement cycle = \$2,900.00	15 Mix of high end and regular computers on 3 year cycle = \$8,333.15	6 regular computers on 5 year cycle = \$2,700.00	0.00	0.00
Electronic Database	One "family" of online services = \$2,900.00	Two "families" of online services = \$5,800.00	0 00	0.00	0.00
Director Costs	Salary of \$71,610.00 costs of \$96,673.50	Salary of \$71,610.00 costs of \$96,673.50	0.00	0.00	0.00
Other Staff	11.25 FTE's @ \$519,404.40	5 FTE'S @ \$234,591.70	5 FTE's @ \$255,984.30	0.00	0.00
Education Fund	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00
Salem Payment	\$0.00	0.00	\$ 100,000.00**	312,438	701,167.80
Maintenance and Misc Supplies	15% of personnel costs = \$92,411.68	15% of Personnel costs = \$59,541.07	15% of personnel costs = \$38,397.64	0.00	0.00
Estimated yearly costs	\$786,167.00	\$429,939.60	\$420,081.94	312,438	701,167.80 ****
Tax Rate***	\$0.6727	\$0.3679	\$0.3594	\$0.2673	\$0.60
Cost per Av. Homeowner +	\$84.09	\$45.99	\$44.93	\$33.42	\$75.00

Note: The cost of the current CCLRS program .08 per thousand = \$93,489.04 annually plus urban renewal withheld portion of \$16,391.08. This current tax costs \$10.00 per homeowner for an average \$125,000.00 home. In addition, approx 937 Keizer households are paying \$40.00 for cards currently costing \$37,500.00 per yr. Also Keizer Reading Connection rent cost \$3,048 per year. Thus the total for current library services paid by Keizer is \$150,428.12. This figure does not include the costs of other available libraries.

*Replacement cycle only calculates computers, does not include wiring, stations, programs, and other technology.

**Payment to Salem for administration and support and full services is completely unknown and unknowable without Salem Council action the \$100,000.00 number was derived at by estimating Salem's net return estimated from a District Branch in Keizer after expenses.

***KURB funds not likely to be usable for library cards or other yearly expenses so burden calculated by dividing the yearly costs by the assessed value outside the urban renewal district which is \$1,168,613,000.00 rather than entire district \$1,373,503,000.00.

**** Actual Cost estimated at \$824,101.80, however, until the urban renewal district closes the library district would only receive an estimated \$701,167.80.

+ Calculations based upon tax rate per thousand times the average home of 125 thousand.