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# Library

*Anchorage: Performance. Value. Results.*

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## **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 such as story times and summer reading programs.
- 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, as well as clean, well-maintained buildings for all.

## **Performance Measures**

Progress in achieving goals will be measured by:

Note on library availability and usage:

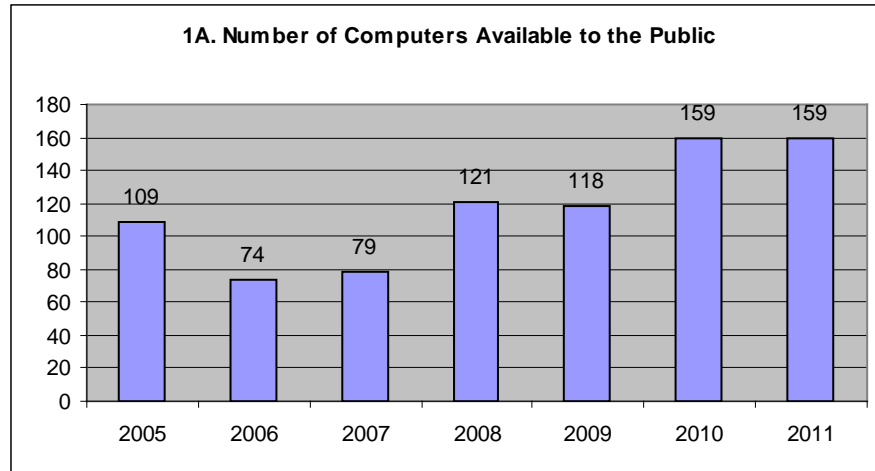
- 2007—Mountain View Neighborhood Library closed pending relocation to its former building
- 2007—Muldoon Neighborhood Library closed for relocation and reopened
- 2008—Gerrish Neighborhood Library closed for relocation and reopened
- 2009—All Library hours reduced to meet the mandatory furlough
- 2009—Chugiak-Eagle River Neighborhood Library closed for relocation
- 2010—Mountain View Neighborhood Library reopened Q4
- 2010—Samson Dimond Neighborhood Library closed December

These closures negatively impacted the rate of usage and circulation of materials.

Unless specified, data for peer libraries is from the Public Library Data Service annual statistical report or Institute of Museum and Library Services. Peer libraries information is the average of 35 libraries with comparable service populations. These libraries were originally identified in the Anchorage Public Library Community Plan (2008).

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

A. Number of computers available for public use



Peer libraries\*

2005	2006	2007	2008	2009	2010	2011
			144	204	no data	

\*2008 data identified in Anchorage Public Library Community Plan process  
 2009 data from Institute of Museum and Library Services' Public Libraries Survey  
 2010 data is unavailable – not collected by IMLS or PLDS  
 2011 Public Library Data Service data available May 2012

B. Age of public and staff computers

Average age of computers

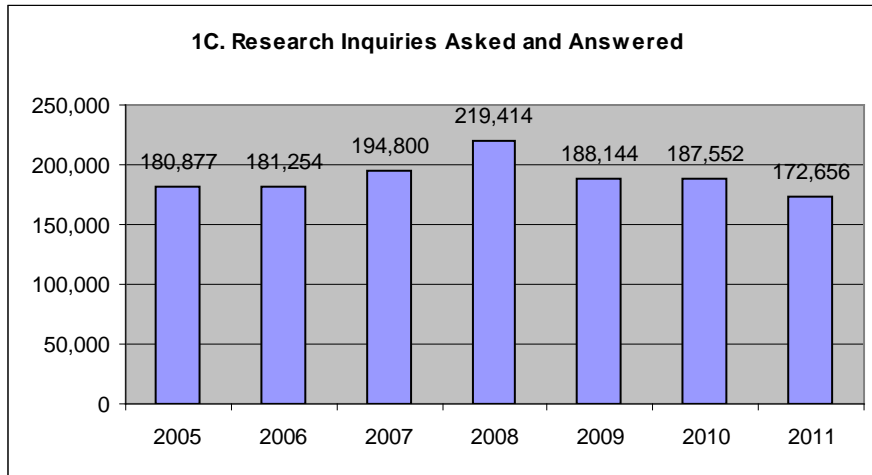
2005	2006	2007	2008	2009	2010	2011
5.17	3.86	no data	3.25	2.74	3.46	4.46

Industry standard – no computer over 5 years old

Number of computers more than 5 years old

2005	2006	2007	2008	2009	2010	2011
59	24	0	27	0	0	53

C. Research inquiries asked and answered



2011 Progress: Research inquiries

Q1	Q2	Q3	Q4	Total
41,618	43,878	51,764	35,396	172,656

Research inquiries asked and answered per capita

2005	2006	2007	2008	2009	2010	2011*
0.64	0.64	0.68	0.76	0.65	0.64	.058

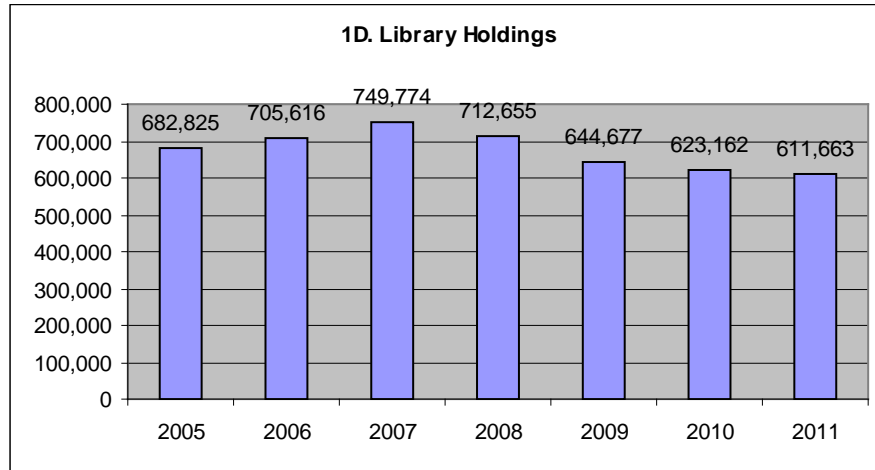
\*2011 – Telephone reference discontinued

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			1.13	1.14	1.10	

2011 Public Library Data Service data available May 2012

D. Library holdings



Progress: Total library holdings

Q1	Q2	Q3	Q4
633,233	586,348	597,557	611,663

Library holdings per capita

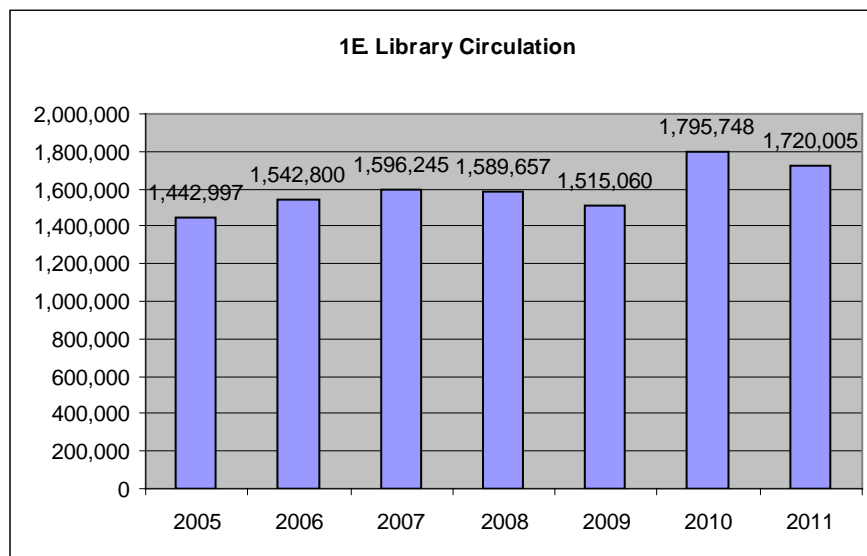
2005	2006	2007	2008	2009	2010	2011
2.41	2.49	2.63	2.45	2.22	2.14	2.07

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			2.61	2.69	2.58	

2011 Public Library Data Service data available May 2012

E. Library circulation



2011 Progress: items in circulation

Q1	Q2	Q3	Q4	Total
436,740	438,883	439,898	404,484	1,720,005

Circulation per capita

2005	2006	2007	2008	2009	2010	2011
5.10	5.44	5.60	5.47	5.21	6.41	5.82

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			8.84	9.48	9.31	

2011 Public Library Data Service data available May 2012

Circulation per registered borrower

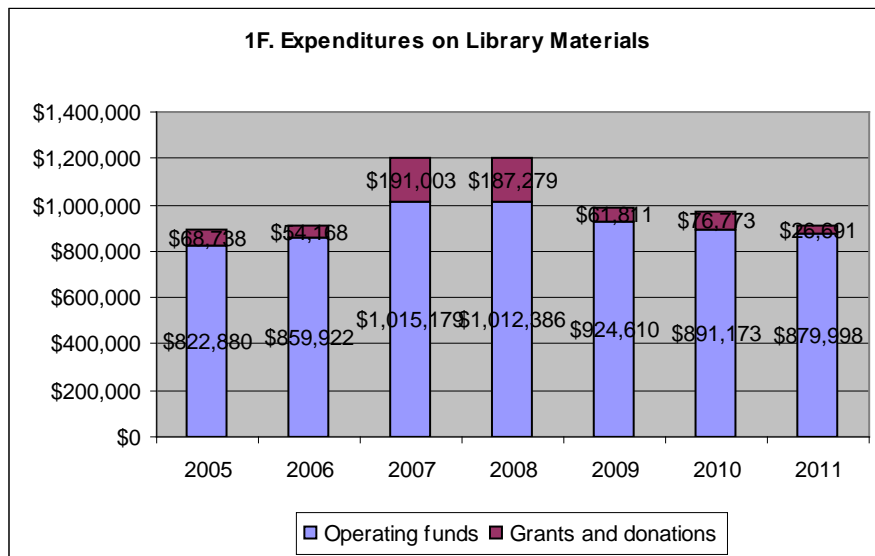
2005	2006	2007	2008	2009	2010	2011
12.36	11.39	10.40	9.31	8.07	9.75	8.48

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			15.46	16.81	17.45	

2011 Public Library Data Service data available May 2012

F. Materials expenditures



Percentage of total expenditures for library materials

	2005	2006	2007	2008	2009	2010	2011
Total direct costs	12.1%	12.0%	13.0%	12.0%	12.2%	11.7%	11.6%
Total costs with IGCs	8.6%	8.3%	9.0%	8.5%	8.3%	8.0%	7.9%

Peer libraries:

	2005	2006	2007	2008	2009	2010	2011
Total costs with IGCs				12.8%	12.1%	11.6%	

2011 Public Library Data Service data available May 2012

Materials expenditures per capita

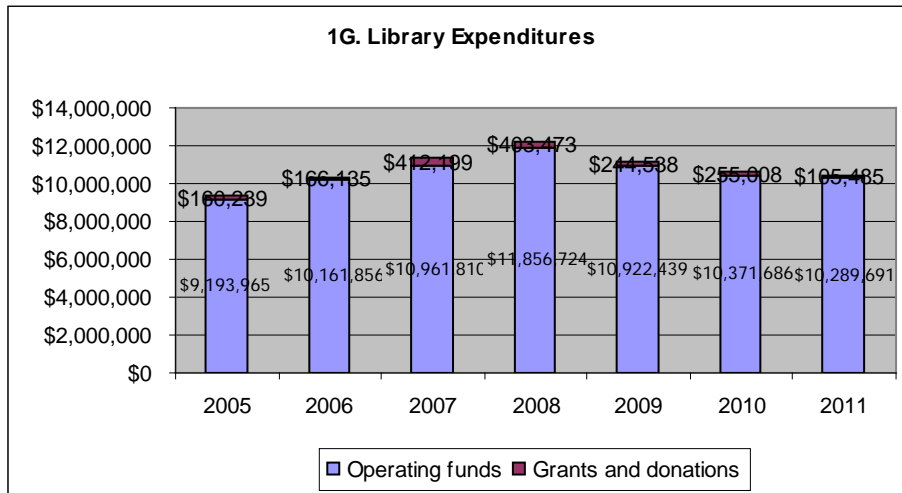
2005	2006	2007	2008	2009	2010	2011
\$2.91	\$3.03	\$3.57	\$3.48	\$3.18	\$3.05	\$2.98

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			\$4.58	\$4.47	\$4.11	

2011 Public Library Data Service data available May 2012

G. Overall library budget



Overall library costs per capita

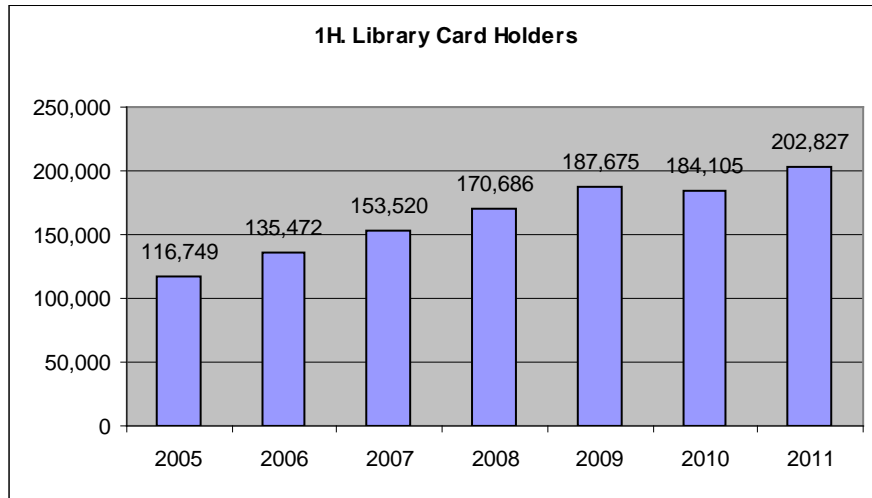
	2005	2006	2007	2008	2009	2010	2011
Total direct costs	\$24.04	\$25.34	\$27.36	\$28.96	\$26.01	\$26.06	\$25.71
Total costs with IGCs	\$34.02	\$36.55	\$39.37	\$41.21	\$38.49	\$38.24	\$37.60

Peer libraries:

	2005	2006	2007	2008	2009	2010	2011
Total costs with IGCs				\$35.53	\$36.09	\$35.78	

2011 Public Library Data Service data available May 2012

H. Library card holders



2011 Progress: new library cards

Q1	Q2	Q3	Q4	Total
4,669	5,443	8,288	4,014	22,414

Library card holders as percentage of total population

2005	2006	2007	2008	2009*	2010*	2011*
41.3%	47.7%	53.9%	58.7%	64.5%	63.1%	68.7%

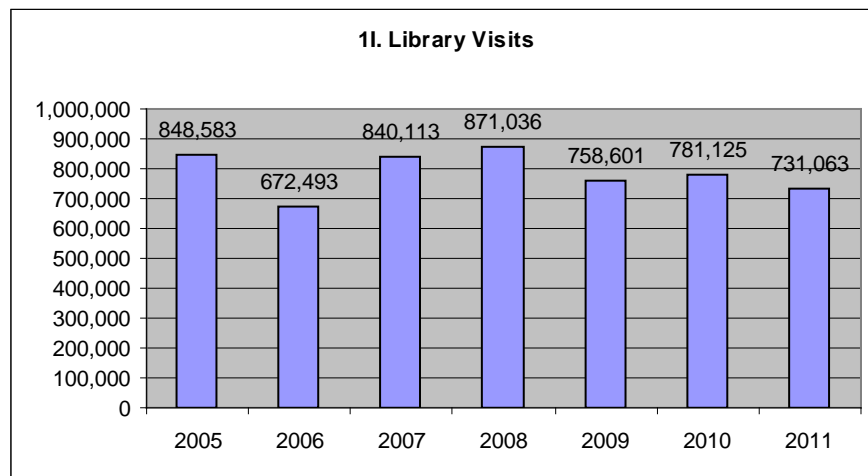
\*2009-2011 Includes some inactive patrons retained due to outstanding bills

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			55.8%	55.3%	55.9%	

2011 Public Library Data Service data available May 2012

I. Library visits



2011 Progress: number of library visits

Q1	Q2	Q3	Q4	Total
188,828	166,791	205,664	169,780	731,063

Library visits per capita

2005	2006	2007	2008	2009	2010	2011
3.00	2.37	2.95	3.00	2.61	2.68	2.48

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			4.75	4.86	4.90	

2011 Public Library Data Service data available May 2012

Library visits per library card holder

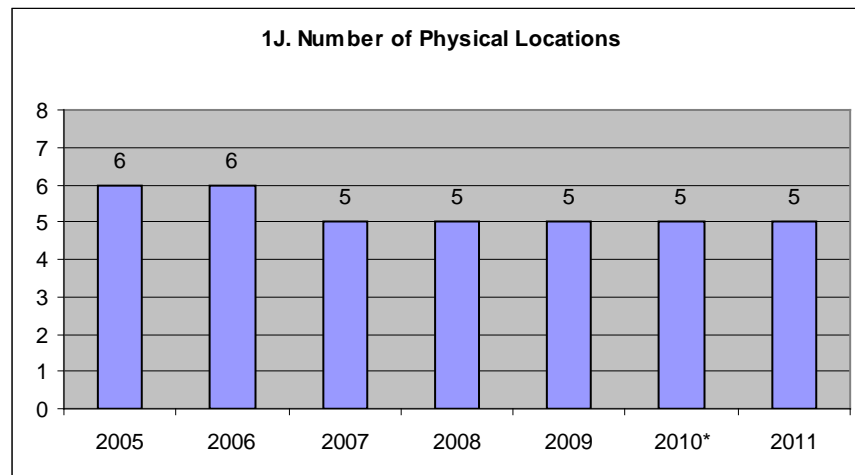
2005	2006	2007	2008	2009	2010	2011
7.27	4.96	5.47	5.10	4.04	4.24	3.60

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			8.86	9.34	9.45	

2011 Public Library Data Service data available May 2012

J. Library locations



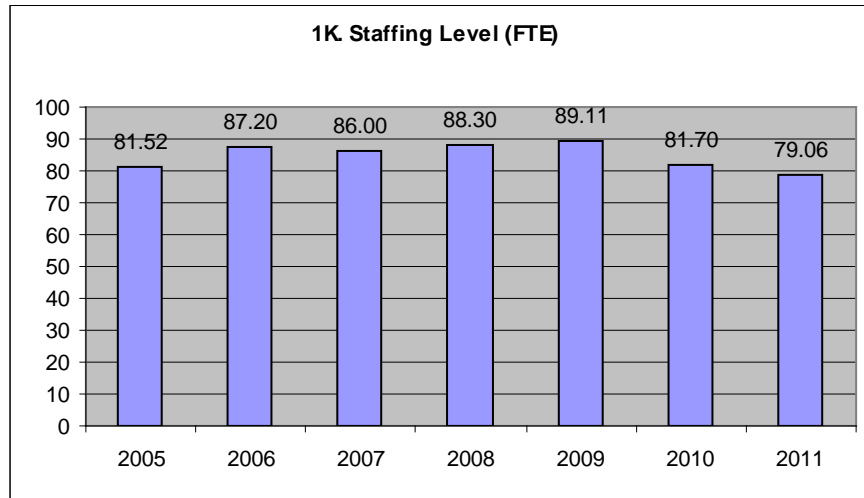
\*2010 – MV opened in September; SD closed in December

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			10	9	9	

2011 Public Library Data Service data available May 2012

K. Staffing level



Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			142.97	141.67	133.60	

2011 Public Library Data Service data available May 2012

Circulation per FTE

2005	2006	2007	2008	2009	2010	2011
17,701	17,693	18,561	18,003	16,841	20,102	19,977

Peer libraries:

2005	2006	2007	2008	2009	2010	2011
			17,636	19,396	20,380	

2011 Public Library Data Service data available May 2012

Percentage expended on personnel (salaries and benefits)

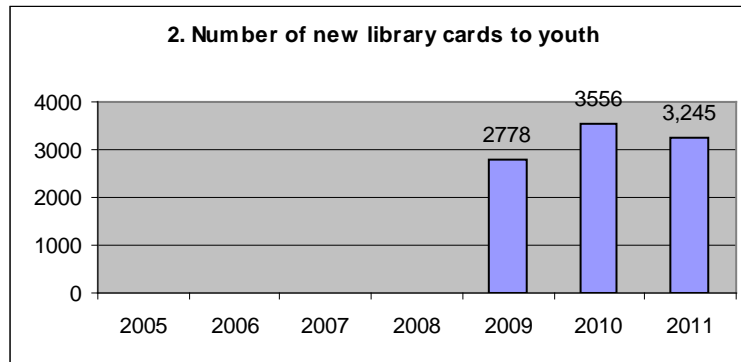
	2005	2006	2007	2008	2009	2010	2011
Total direct costs	77.6%	75.8%	77.7%	80.7%	81.0%	82.6%	82.1%
Total costs with IGCs	54.9%	52.6%	54.0%	56.7%	54.7%	56.3%	56.1%

Peer libraries:

	2005	2006	2007	2008	2009	2010	2011
Total costs with IGCs				66.3%	65.7%	65.8%	

2011 Public Library Data Service data available May 2012

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



Percentage change in new library cards to youth

2005	2006	2007	2008	2009	2010	2011
no data	no data	no data	no data	no data	28%	-9%

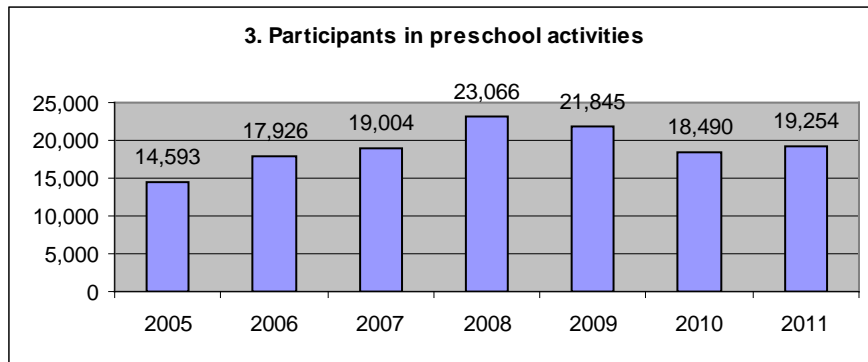
2011 Progress

Q1	Q2	Q3	Q4	Total
689	954	960	633	3,245

2011: Anchorage Public Library set an ambitious goal to increase the number of youth cards issued in 2011 by 25 percent. Much of this increase was tied to a pilot project with the Anchorage School District to issue public library cards in conjunction with the August student registrations at Romig and West High. Both APL and ASD anticipated high numbers of new cards issued during this drive. Sadly, that wasn't the case; only a small number of students stopped to register for library cards. The program was staff intensive and the results were disappointing. In addition to the ASD registration pilot project, APL has made it easier for youth age 8-17 to get a limited use card. We continue to work with teachers who schedule library tours to encourage and facilitate library card registration. We will continue our efforts to reach out to youth through the schools, but are exploring less staff intensive methods.

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**



Percentage change in participation in preschool activities

2005	2006	2007	2008	2009	2010*	2011
no data	23%	6%	21%	-5%	-15%	4%

\*2010 – Staff reductions resulted in the elimination of 3 weekly preschool activities Q4 2009

2011 Progress

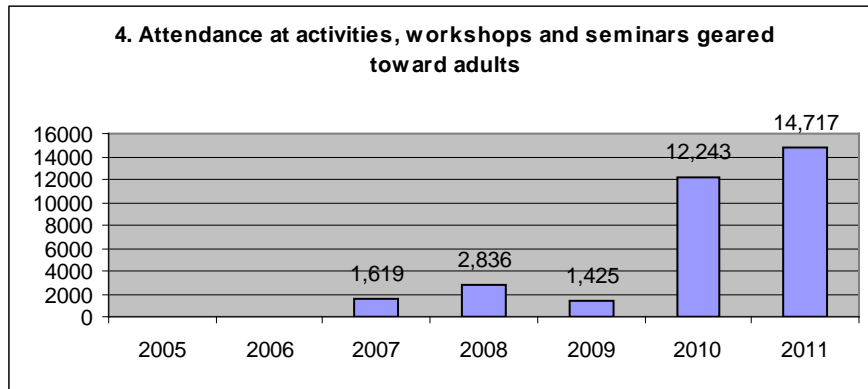
Q1	Q2	Q3	Q4	Total
6,535	4,125	3,528	5,066	19,254

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**



Percentage change in attendance of programming geared for adults

2005	2006	2007	2008	2009	2010*	2011
no data	no data	no data	75%	-50%	759%	20%

\*2010 – Methodology for counting adult programming changed to include all age programming and events uncounted in previous years

Number of activities, workshops and seminars geared toward adults

2005	2006	2007	2008	2009	2010*	2011
no data	12	38	52	41	86	135

\*2010 – Methodology for counting adult programming changed to include information that was inaccurately omitted in previous years

2011 Progress

Q1	Q2	Q3	Q4	Total
766	6,647	4,667	2,637	14,717

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.)

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**Performance Measure Methodology Sheet**  
**Library**

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

**Type**

Effectiveness

**Accomplishment Goal Supported**

Increase the 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, as well as 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, return on investment of library expenditures and programs, and areas needing improvement.

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**Performance Measure Methodology Sheet**  
**Library**

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**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 issues 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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**Performance Measure Methodology Sheet**  
**Library**

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

**Type**

Effectiveness

**Accomplishment Goal Supported**

Increase the 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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**Performance Measure Methodology Sheet**  
**Library**

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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 Adult Services Coordinator

**Reporting**

The Adult Services Coordinator will create and maintain a monthly and annual report in Excel from the data gathered. The information will be displayed numerically.

**Used By**

The Adult Services Coordinator and department director will use the information to develop programs in response to the community's needs and interests