

# Sustaining the Carnegie Library of Pittsburgh

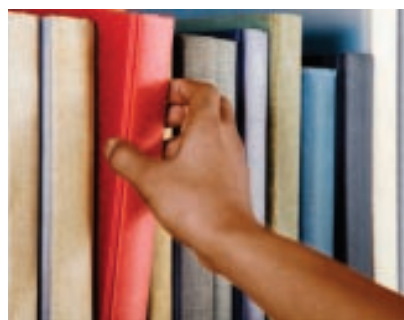
## Supplemental Research and Analysis

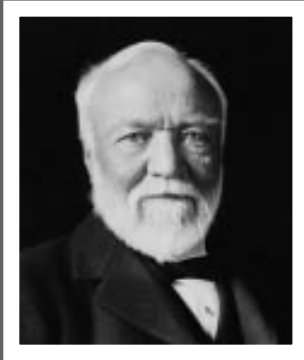
Presentation to the Public Private Task Force on  
Sustainable Library Funding

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“I am clearly of the opinion that it is only by the City maintaining its Public Libraries as it maintains its public schools that every citizen can be made to feel that he is joint proprietor of them, and that the Public Library is for the public as a whole and not for any portion thereof; and I am equally clear that unless a community is willing to maintain Public Libraries at the public cost, very little good can be obtained from them.”

– *Andrew Carnegie*



“Andrew Carnegie believed that free access to information was the foundation of a democratic society and, in building Pittsburgh’s libraries, tasked the community with their ongoing support.”

– *Dr. Barbara K. Mistick,  
President and Director,  
Carnegie Library of  
Pittsburgh*

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Free and open access to information transforms:  
it transforms lives; it transforms communities;  
it transforms societies. But while free access  
transforms, *transformation is not free.*\*



Carnegie Library of Pittsburgh is the region's most visited asset, with 2.6 million visitors in 2008. Each year the library provides valuable resources, programs, classes and training opportunities that engage the community in literacy and life-long learning.

## Executive Overview

More than 9,000 public libraries in the United States operate with the collective mission to provide every resident of our country with the opportunity to thrive through access to information and lifelong learning. In 2007, 81.5% of US library funding was from local tax receipts; approximately 10% of total funding was from state and federal tax receipts (down from 14% in 2000); and the balance of 8.5% was from all other sources including fees, donations, fines, and investment income (Source: National Center for Education Statistics). Local taxpayers expend approximately 1% of total local community operating expenditures to support public libraries (OCLC/2004 data).

Traditional "informational" library services include providing books, newspapers, magazines, and internet access. Value-added transformational services include teen programs, computer training, and English as a second language (ESL) classes. In its 2009-10 member survey, the ALA's Center for Library & Information Innovation reports that the average public library supports 14 public access workstations; 99% provide public internet access; 82% offer wireless (Wi-Fi) internet access; 52% support broadband service (connectivity speed >1.5 mbps); 95% provide licensed data bases; 88% provide homework resources; 88% provide employment support, including job data bases and job opportunity resources; 67% provide client assistance with on-line job applications; 79% provide e-government services, including 63% that provide assistance with completing government forms; 82% provide audio content; 72% provide digital references; and 66% provide e-books. Approximately 67% of public libraries report that they are the only provider of free public computer and internet access in their communities. Over 90% of public libraries provide general computer skills and internet use training; 81% provide on-line web search training; and 76% provide general software training (word processing, spreadsheets, and presentations).

Equal access for all residents to information and technology is believed to be a fundamental American right. According to one OCLC research participant, "A library is literally a window to the world." According to another participant, "A library is a great promoter of equality and democracy. Anyone can go; anyone can read what they want and make whatever they want of it for whatever they want to pursue." Libraries are important community assets that are integral to supporting healthy communities. Some believe libraries have become less

\*Source: OCLC, "From Awareness to Funding," a story of library support in America, generously underwritten by the Bill and Melinda Gates Foundation.

relevant now that resources traditionally associated with them have also become available through schools, bookstores, coffee shops, and the internet. Others associate libraries with out-of-date buildings, aged materials, and accessibility that seems very limited when compared to 24/7 internet access. Despite these perceptions, US library visits have increased by 19%, circulation rates have increased by 20%, and public access to computers and the internet have increased by 86% (OCLC; 2000-2005). Libraries are also important cultural resources; community assets promoting self-reliance; sacred places where a child or adult can investigate, explore, and make personal decisions; supportive environments with passionate librarians serving as advocates for lifelong learning; and a place of refuge for anyone in search of information about health, work, language, culture, religion, or personal fulfillment.

Competition for financial resources has intensified in the face of global and US economic recessions and a precipitous decline in federal, state, and local tax revenues. Libraries across the nation have cut services, reduced hours of operation, limited material acquisitions, and deferred capital and maintenance programs. At the same time, inflation in operating expenses -- including healthcare, collections, and utility costs -- has also continued to burden library operating budgets. Simultaneously, the global economic recession has dramatically increased the demand for library resources and services. Competition for shrinking local public resources among police, fire, schools, roads, libraries, parks, and the public health infrastructure will continue to challenge the budgets of all essential public services, including the libraries.

The goal of the Public Private Task Force is to secure sustainable funding levels to protect the Carnegie Library of Pittsburgh System so that it can efficiently and effectively discharge its mission to serve the residents of Pittsburgh and Allegheny County – and so that our lives, our communities, and our society can continue to transform and advance culturally, intellectually, and economically. Failure to achieve this goal for our Pittsburgh libraries and for public libraries across the nation will be devastating to our American way of life.

## Performance Review and Benchmark Study Objectives

The Public Private Task Force on Sustainable Library Funding for Carnegie Library of Pittsburgh has been charged with the task of exploring alternative funding models and sources of funding to sustain the Carnegie Library of Pittsburgh System and will recommend a sustainable model of operational funding for the future. Critical questions and issues to be addressed in presenting the Task Force’s recommendations to prospective public and private funders of the Library System also necessitate (1) assessing current performance levels, including the cost-effective use of existing financial and operating resources, and (2) determining the level of ongoing financial resource commitment needed to support and sustain an effective “best practices” model library system for the residents of Pittsburgh and Allegheny County. The

Pittsburgh’s preeminent position among the most literate cities in America is now in serious jeopardy as funding cuts continue to weaken the Carnegie Library of Pittsburgh System.

performance review and benchmark study seek to address key questions and concerns which will inform the Task Force in formulating its conclusions and recommendations for sustainable funding levels which can support a high-performing library system into the future.

## Previous Performance Benchmark Reviews and Analyses

The Carnegie Library of Pittsburgh, its board, and key funders have already engaged in extensive strategic, financial, and operational reviews of the Carnegie Library System in attempting to respond particularly to the severe funding reductions that have occurred since the first major state funding cuts were announced in 2003. These reviews have included (1) the RAND Report (January, 2009), “Assessing the Future of Carnegie Library of Pittsburgh: Pathways to Sustainability,” which also recommended the formation of this Public Private Task Force; (2) the Regional Asset District (RAD) commissioned audit (March, 2010) by independent auditing firm ParenteBeard LLC, assessing and affirming the trustees’ and management’s stewardship and judicious oversight of the operations, finances, budgets, and strategic planning for the Library System; (3) a Community Impact and Benefits Report (April, 2006) authored by the Carnegie Mellon Heinz College Center for Economic Development (CED), articulating and quantifying many of the Library System’s significant economic, civic, and social “safety net” impacts and contributions to the vitality, health, and welfare of the communities and key stakeholders served by the Library System; (4) a follow-on CMU CED Report (December, 2008) assessing system options and opportunities for right-sizing the Carnegie Library and its system of facilities and branches, including analysis and recommendations for potential relocations, closures, and mergers of specific branch locations; and (5) a series of strategic planning reports, operational and financial reports, budgets, annual reports, community forums, press releases, and other internal information prepared and published by the trustees and management of the Library System. These reports were reviewed and relied upon by the Review Team in part to form the basis for many of the observations and recommendations included within this supplemental Task Force report. The Review Team commends the trustees and staff members for their diligence, competence, completeness, and their deep personal and professional commitment to the Library System and its mission, including the completeness and transparency with which all of this information has been publicly shared with community stakeholders. Virtually all of the aforementioned reports and internal information upon which this supplemental report are based are also available on the Carnegie Library of Pittsburgh’s public website at [www.carnegielibrary.org](http://www.carnegielibrary.org).

At least seven years of funding cuts or freezes have taken their toll on Carnegie Library of Pittsburgh, which has been ranked among the top 20 libraries of its size in the nation (2006 data). While it is still operating at a high performing level compared to many other library systems, Carnegie Library of Pittsburgh is losing ground each year as programs and service levels are further curtailed.

## External Benchmarking Sources

The Review Team has relied extensively upon two independent national library benchmarking data services, among several independent data sources.

The LJ Index of Public Library Service ranks more than 7,200 US public libraries of all sizes, based on four key service utilization statistics: circulation rates, visit volumes, program attendance, and public internet use. The LJ ranking utilizes a system which assigns both an LJ Index score and star rankings (five, four, or three stars) which are assigned to only the top performing libraries. In the inaugural November, 2009 survey (based on 2007 data), only 258 libraries were star-rated, including 37 in New York, 33 in Ohio, and 5 in Pennsylvania (none in Pennsylvania with budgets >\$10 million). There were 134 library systems (1.8%) ranked among the 7,268 public system libraries with annual budgets in excess of \$10 million. The Carnegie Library was not included among the star-rated libraries in the most recent rankings which included 45 star-rated libraries (34%) among this universe of 134 large library systems (>\$10 million). The Carnegie Library of Pittsburgh did receive a “four star” ranking in the prior February, 2009 survey (based on 2006 data) where the Carnegie Library of Pittsburgh was ranked (#19) among the top 30 five- and four-star rated library systems (>\$10 million) in the nation. The Carnegie Library of Pittsburgh was the only star-rated library system in Pennsylvania (>\$10 million) to appear on either of these two surveys.

Hennen’s American Public Library Ratings is an independent subscription-based survey and consultation service which ranks public libraries across 15 benchmarked operating performance indicators and assigns a Hennen Index using a proprietary weighting system developed by the Hennen Survey Organization. Hennen also annually publishes the “10 Best Library Systems” and the “100 Best Libraries” (includes libraries of all sizes). As part of the Review Team’s engagement, the Carnegie Library of Pittsburgh subscribed to Hennen to obtain benchmark data for 10 “high-performing” library systems, seven of them ranked by Hennen among the Top 10 library systems in the nation. In the general Hennen Survey, the Carnegie Library is currently ranked at the 70th percentile among the 99 library systems included within the universe of its assigned population category (250,000-500,000).

The Carnegie Library staff has internally compiled statistical benchmark data for 33 urban library systems from the PLA Public Library Data Service (Statistical Report 2010). The RAND Report also based its findings in part on a universe of 14 library systems (NCES 2007), the ParenteBeard Report benchmarked 22 library systems (PLDS 2008); and the CMU CED analysis encompassed various data sources, including selected demographic data covering 18 library systems.

The Review Team identified various cohorts and subsets of library systems among urban systems, city-county systems, and the “Best Library” systems. It also correlated statistical benchmark data among data sources provided by Hennen and the Public Library Service, among other sources, including the cohorts of systems and data used in prior analyses performed by the

Virtually all benchmark metrics confirm that Carnegie Library of Pittsburgh is now chronically under-spending in staff resources, collections, and other basic infrastructure support. The range of under-spending is estimated to be in the 10-15% range for a library of Carnegie Library of Pittsburgh’s size based on various benchmark measures. While other library systems are now facing severe funding cuts, their baseline per capita spending rates remain significantly in excess of Carnegie Library of Pittsburgh’s, particularly among the high-performing library systems.

independent firms who have already performed extensive benchmarking analysis of the Carnegie Library of Pittsburgh System.

The Review Team's objective was to identify and develop the most relevant and meaningful benchmark comparisons among those library systems with similar size, scope, geo-access, and funding levels to discern the optimal operating, funding, and service levels necessary to achieve and sustain a high-performing "best practices" library system. While there are limitations and judgments inherent in these determinations, the Review Team believes that the comparable benchmark results from these analyses produced reliable "proxy indicators" which best characterize high-performing "best practices" library systems — and which ascertain the prudent level of financial resources necessary to support and sustain a high-performing system.

## Overview of the Carnegie Library of Pittsburgh System

The Carnegie Library of Pittsburgh operates with 19 public service locations within the City of Pittsburgh, including the main library, the Library for the Blind and Physically Handicapped (LBPH), the Downtown & Business Library Branch, and 16 neighborhood branch locations serving the 88 neighborhoods located within the City limits. The Carnegie Library System also serves as one of four Pennsylvania Regional Resource Centers and District Library Centers serving the 44 independent Allegheny County public libraries. These entities comprise the Allegheny County Library Association (ACLA) membership and support the circulation of more than 4.5 million requested items annually across 73 library locations serving 130 townships and boroughs throughout Allegheny County. More than half of City residents (population of 312,000; 2009 Census Bureau) and nearly one in five County residents (beyond the City's limits) hold library cards. The Legal Service Area (LSA) population for the Carnegie Library System (defined to include adjoining neighborhoods beyond the City limits without a local library branch) has been determined by the Office of Commonwealth Libraries to be 446,000 (2007). The total population of Allegheny County is approximately 1,218,000 (2008 Census Bureau). The Carnegie Library System is the most visited regional asset. Eighteen of the Carnegie Library public service locations were ranked among the top 40 visited attractions in Pittsburgh (CMU CED study, 2004).

## Selection of Comparable Library Systems and Comparable Benchmark Indicators

There are challenges with determining meaningful benchmark comparisons for the Carnegie Library System among other library systems. This is true because the Carnegie Library System operates as a hybrid City-County system serving both City and County (non-City) residents who are also served in part by the



The number of people who visit Carnegie Library of Pittsburgh each year is greater than the number of people who visit any professional sports venue for Pirates games, Penguins games, or Steelers games. The main library in Oakland is the second most visited destination in the City.

ACLA county libraries. Hennen has classified the Carnegie Library System as being within the universe of 250,000-500,000 population-size library systems because of the prescribed City (312,000) and LSA (446,000) service population base. However, there are additional availability and utilization by non-City residents that cover at least 20% of the County's non-City (180,000) and non-LSA residents (154,000) and that would increase the Carnegie Library System's "primary user base" by 150,000 (LSA-based) to 180,000 (City-based) residents. So, for benchmarking purposes, a population range of 500,000 (City-basis) to 600,000 (LSA-basis) has been used for selecting library systems comparable to the Carnegie Library System. The Carnegie Library System is more comparable to library systems with a population base of 500,000 to 1 million residents (particularly in relation to Allegheny County's population base) than it is to library systems with a smaller population base. The population levels of the library systems chosen for benchmarking comparisons are particularly relevant when assessing "per capita" expenditures, usage rates, and branch metrics, among other key performance metrics.

A benchmark comparison of the "pro forma" combined Carnegie and ACLA System with comparable City-County based library systems has also been performed. For purposes of this analysis, the County population (1,218,000) has been used as the population served in these pro forma benchmark comparisons. Among the 44-member ACLA Libraries, the top 10 ACLA Libraries (22%) comprise 56-57% of total visits, circulation, and operating budgets for the combined ACLA Association. Eight of the ACLA libraries operate with \$1 million+ operating budgets. In addition, CLP's main, downtown, and Squirrel Hill branches operate with \$1 million+ budgets. Twelve of the ACLA libraries and five of the CLP branches also support fewer than 50,000 visitors per year (no more than 167 visitors per day). While beyond the scope of this review, the existence of additional opportunities for shared resources, consolidation, and integration of library resources and services among these CLP and ACLA libraries is recognized by the Review Team.

One of the benchmark urban library systems (Enoch Pratt) in Baltimore has a "high-performing" counterpart — the Baltimore County Library System, serving the Baltimore City-County Region. It should be noted that few urban-based systems achieve "high-performing" status; the circulation rates at suburban branches are typically higher than the circulation rates at urban neighborhood branches. Socio-economic status of the population served is typically a key determinant of the nature and extent of services used at branch libraries. Urban libraries are more heavily relied upon for computer and internet access, job searches, financial assistance resources, and other safety net services that go beyond book and literature access. A combined pro forma Baltimore City-County Library System has been included among the comparison cohorts of library systems in order to evaluate the benchmark impacts of urban and suburban library combinations.

Comparisons of the numbers of branch locations also must reflect the comparability in the scope of services. For example, the specialty services provided by the Carnegie Library's Downtown Regional Business and the

Approximately 67% of public libraries report that they are the only provider of free public computer and internet access in their communities.

LBPH branches may not be prevalent among comparable library systems. These specialty branches have been excluded from some of the benchmark comparisons among library systems in order to isolate their potential impacts on selected pertinent performance indicators.

For purposes of assessing financial performance, the Review Team identified a universe of 10 library systems (including CLP) included within the ParenteBeard Audit that were most comparable to the Carnegie Library System based on population, operating budgets, and functional expense levels. Because the state of Ohio is a national outlier in the amount of dedicated public library funding (\$277 million allocated in Ohio vs. \$60 million in Pennsylvania in 2009), the Ohio libraries were excluded from this universe. In this regard, it is also important to note that 38 of Hennen's Top 100 Libraries were based in Ohio, and Ohio also ranked second after New York in the number of LJ star-rated libraries. It is important to note that Ohio's legislature is contemplating slashing the state's support of its public libraries by up to 50% or more in fiscal 2011. The Review Team excluded Ohio libraries from the evaluated cohort because they deemed it impractical to assume that the funding levels that have historically supported Ohio libraries can be sustained in the future within any state, including Ohio.

A primary objective of the Review Team's work was to assess the attributes of "high-performing" library systems. The inclusion criteria for comparable library systems within this cohort of ten selected "high-performing" systems considered those systems with service populations generally ranging from 500,000 to 800,000 and with recent rankings among the top library systems (>\$20 million) as rated by either Hennen or LJ.

## Measurement of Operational and Service Level Impacts Resulting from Recent Funding Cuts

To date, the Carnegie Library has implemented cost reductions exceeding \$3 million and has put in place other austerity measures in the face of severe funding cuts or freezes. It has reduced service hours, corresponding numbers of staff, and collections budgets; it has postponed non-essential equipment purchases and repairs; and it has deferred maintenance services. In addition to directly cutting funding, the State has discontinued certain services — including access to the State's periodical data base subscription service. The elimination of this group purchasing data base service has required the Carnegie Library to expend an additional \$300,000 annually to secure access to popular subscription data sources. These severe cuts in service levels likely have also contributed to the Carnegie Library System's drop in performance rankings. The Carnegie Library of Pittsburgh, rated in 2006 as a "four-star" library system by the nation's Public Library Service ranking service, is no longer ranked.



More than half of City of Pittsburgh residents and nearly one in five Allegheny County residents have a Carnegie Library of Pittsburgh library card.

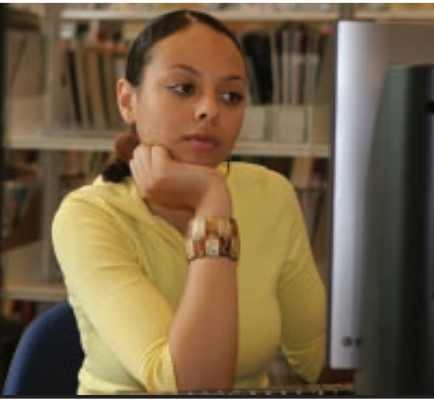
The main library's hours of operation have decreased by 13% since 2003. The current 60-hour weekly service schedule requires an annual waiver from the state-mandated 65-hour minimum. Branch service hours have also decreased by almost 21% since 2003. Eleven of the 16 neighborhood branch locations now are open less than 40 hours per week, some of them less than 30 hours per week. Additional closing or merging of branch locations may be necessary if additional funding cannot be secured. During 2009, excluding branches that were closed for renovation in both years, same-branch year-over-year visit volumes declined by 9% while branch circulation volumes increased by 3%, and web/phone circulation volumes (almost 15% of Library System-wide circulation) increased by 16%.

The 2010 Library System budget of \$24.2 million supports the main library (\$7.2 million), the branch system (\$7.5 million), district programs (\$3.9 million), debt service (\$1 million), contingencies (\$.3 million), and administration (\$4.3 million). Five branches (including main) of the eighteen (excluding LBPH) library branches comprised 75% of the total circulation and 73% of the total visit volumes for the system in 2009. Beyond the main, downtown, and Squirrel Hill locations, the average branch location in the system costs \$280,000 to operate. Branch cost structures (direct costs including branch overhead) range from \$200,000 to \$400,000, depending upon branch size and service hours.

ParenteBeard also commented on the capital outlays projected to complete the renovations of the branch system. The studies of branch renovations, mergers, and relocations would tend to support new construction at South Side (\$5.4 million), Knoxville/Carrick (\$4.1 million), Sheraden/West End (\$2.1 million), Mt. Washington (\$2.3 million), Lawrenceville (\$4.8 million), and possibly Beechview (\$1.8 million) for aggregate funding of up to \$20.5 million to fully renovate the Library's Branch System. Such renovations are essential to provide comfortable (air-conditioned), ADA-accessible, and modernized library facilities and services at all branch locations. There also is no funding allocated to fully renovate the main library system. This capital scenario also assumes the merger of Carrick and Knoxville into a new location, the merger of West End with Sheraden, and the relocation of Lawrenceville to Butler Street to increase access. If this scenario is pursued, the branch system would be reduced by two branches and annual operating cost savings in the \$500,000 range would be realized. Similar findings and recommendations were also made in the earlier CMU CED branch study.

The impacts from prior funding and service cuts within the Carnegie Library System have been factored into the Review Team's benchmark evaluations and observations, as have the impacts of potential branch mergers.

As a result of chronic funding shortfalls, Carnegie Library of Pittsburgh now operates with the lowest staffing levels and lowest compensation and staffing cost structure among libraries of its size.



Carnegie Library of Pittsburgh needs to continue to reinvest in its capital programs to fully equip and modernize its Library System for the twenty-first century.

## Key Observations

- The Carnegie Library of Pittsburgh (CLP) is benchmarked as a hybrid City-County library system serving a primary population of 600,000 residents with an operating budget of \$24.7 million (\$41 per capita cost). The combined CLP/ACLA has a \$38 per capita cost. The ParenteBeard cohort had an average \$44 per capita cost (2008). The Hennen Best Practice cohort reported an average \$68 per capita cost (\$61 excluding Cleveland, an outlier). The CLP per capita cost benchmarks are below all these cohorts’.
- ParenteBeard’s cohort reflects an average population per branch of 31,000 residents compared to 26,000 per CLP branch (17 branches, excluding the LBPH and Business Library branches). The population per branch increases to nearly 30,000 with the merger and elimination of two neighborhood branch locations. Annual consolidation savings, assuming these branch mergers occur, is estimated at \$500,000.
- ParenteBeard’s audit confirmed that Carnegie Library of Pittsburgh’s staffing levels, librarian FTEs, salary, and benefits levels all benchmark at the low end of the ranges. CLP staffing costs as a percent of total operating expenses (56%) are well below the average staffing costs (65%). Dramatic reductions in service hours have caused CLP’s staffing costs to decline by an estimated \$1.5 million below comparable “safe” benchmarks. CLP should reinstate weekend and evening hours at the main and branch locations as soon as reliable funding sources can be secured.
- ParenteBeard’s audit indicates expenditures on collections as a percentage of budget at 13% (close to the norm), but only after including the impact of the severe cost reductions in CLP’s overall budget. Also, the average collection spending rate among high-performing library systems is over 14%. CLP’s current spending rate on collections is below the threshold indicated for a high-performing library system by at least \$500,000.
- Benchmarked visits per capita to Carnegie Library of Pittsburgh are within the low end of the range among high-performing library systems, and circulation per capita is significantly below the circulation rates experienced among that same group. Inter-library circulation of 4.5 million items represents 41% of Allegheny County’s total circulation. Internet usage and program attendance are ranked high among peer institutions. Poverty rate among the City’s population is around 20%; 74% of all public school students are eligible for free or subsidized lunch programs. Relatively high visit volumes (albeit at the low end of the range among high-performing libraries) without correspondingly high circulation rates are correlated to the socio-economic demographics of Pittsburgh’s population that is predominantly accessing public computer, internet, and safety services. Further analysis is warranted to confirm, understand, and improve the extremely low circulation rate.

## Profile of Current Public Library Funding Sources and Current Economic Environment

The ALA reported that 81.5% of total national library funding came from local tax receipts and that approximately 91.5% of total funding was received from local, state, and federal tax funding sources (2007). Among the 10 comparable library systems in the ParenteBeard cohort (2008), six library systems received at least 90% of their funding from local sources, two were at least 70% local source funded, one was over 70% local, and the CLP received 66% of its funding from local tax sources. Beyond local, state, and federal funding sources of funding, these ten cohort libraries generated an average of 6% of total revenue from other sources, including fees, donations, fines, and investment income (with other revenue sources ranging from 0-11% for each library system). CLP derived approximately 8% of its revenue from sources other than taxes. These benchmark indicators confirm that the source of gap funding for the Carnegie Library of Pittsburgh will most likely need to come from local tax receipts (City and/or County).

The economic environment has shaken library systems across the country; 80% of all library systems are reporting significant cost issues in the face of flat or declining tax funding sources. The Ohio legislature is contemplating up to a 50% reduction in Ohio's support of libraries (\$139 million); the New York Public Library System, encompassing 90 libraries, is facing the most devastating budget slashes in its history, losing \$37 million in funding; the Phoenix Public Library could be forced to shut down six of fifteen branches if a proposed 21% budget cut is enacted; and the Indianapolis-Marion County Public Library, already the lowest cost per capita library system among the top-10 rated Hennen Library System, is facing a \$2.5 million budget cut in 2011.

These are just a few examples of the severe financial hardships facing public library systems across the country.

## Conclusions and Recommendations

Pittsburgh's preeminent position among the most literate cities in America is now in serious jeopardy as funding cuts continue to weaken the Carnegie Library of Pittsburgh System. CLP now has one of the smallest operating budgets for a city and regional system of its size and stature. At least seven years of funding cuts or freezes have taken their toll on the Library System, which has been ranked among the top 20 libraries of its size in the nation (2006 data). While CLP is still operating at a high-performing level compared to many other library systems (Hennen still ranks CLP at the 70th percentile among 99 libraries of its size), CLP is losing ground each year as programs and service levels are further curtailed.

While a successful 10-year capital campaign has generated \$55 million to fund partial renovations and modernization of CLP's main library and nine branch

A library is a great promoter of equality and democracy. Anyone can go, anyone can read what they want and make whatever they want of it for whatever they want to pursue.

locations, portions of the main library and nine additional branch locations have yet to be upgraded. These remaining outdated buildings and structures are ill-suited for the delivery of high quality library services and amenities; several also lack air conditioning, many are inefficient and costly to operate, and many are not ADA accessible. CLP needs to continue to reinvest in its capital programs to fully equip and modernize its Library System for the twenty-first century. We recommend that proposed sustainable funding sources include sources of annual revenue sufficient to complete the modernization of CLP's facilities and programs over the next three to five years. Hopefully public funding streams can also continue to be matched with private philanthropic sources of funding to complete these desperately needed renovations.

As a result of chronic funding shortfalls, CLP now operates with the lowest staffing levels and lowest compensation and staffing cost structure among libraries of its size. The 20% cut in operating hours within the branch system has adversely impacted service levels, programs, and outreach efforts.

Virtually all benchmark metrics confirm that CLP is now chronically under-spending in staff resources, collections, and other basic infrastructure support. The range of under-spending is estimated to be in the 10-15% range for a library of CLP's size based on various benchmark measures. While other library systems are now facing severe funding cuts, their baseline per capita spending rates remain significantly in excess of CLP's, particularly among the high-performing library systems.

Opportunities remain for near-term annual operating cost savings. These opportunities include mergers and relocation of the low-performing branches in the West End and South Pittsburgh neighborhoods, annual operating efficiencies resulting from energy savings under the branch modernization program, incremental license and subscription cost savings generated through group purchasing arrangements (ACLA, statewide libraries, universities), and potential integration opportunities via ACLA collaborations.

The University of Pittsburgh's library is the thirty-first largest in the US based on collection volumes and the second largest in Pennsylvania, after the University of Pennsylvania's, which is ranked 27th. CLP should explore potential collaborations with the University of Pittsburgh to potentially house or otherwise support CLP's permanently archived historical collections. A shared infrastructure and joint development of a new or renovated "main library" system should be explored to complete transformation of the CLP System.

Opportunities for collaborations to engage a large contingent of the more than 70,000 local college and university students as volunteers, youth mentors, and users of CLP represent a major untapped resource and market opportunity for CLP — particularly since service learning is a core curriculum requirement for students at most colleges and universities, and even in high schools.



**The Review Team has concluded that Carnegie Library of Pittsburgh is spending at rates which are below those necessary to sustain a high-performing library system. The Review Team recommends that the Public Private Task Force consider funding sources which will be sufficient to close the already existing funding gaps (both operating and capital) over the next several years.**

The Review Team's objective — assessing CLP's cost structure, efficacy, and service levels in relation to those of other comparable benchmark library systems, and particularly among high performing library systems — has been addressed. The Review Team has concluded that CLP is spending at rates which are below those necessary to sustain a high performing library system. The Review Team recommends that the Public Private Task Force consider funding sources which will be sufficient to also close these already existing funding gaps (both operating and capital) over the next several years.

The Review Team also suggests that CLP host a conference in Pittsburgh, inviting the high-performing library systems to share funding models, service models, and industry best practices that will be essential for sustaining and transforming public libraries to meet community needs in the twenty-first century.

Pittsburgh's preeminent position among America's highly literate cities is in jeopardy if the Carnegie Library of Pittsburgh is not completely transformed to meet the needs of the twenty-first century. Severe budget cuts, freezes, and the absence of financial support from the City of Pittsburgh have adversely impacted CLP's ability to perform at a level comparable to that of library systems in other benchmark cities, including Cincinnati, Cleveland, Denver, Indianapolis, Portland, and Seattle.

"A great library introduces you to old favorites, exciting discoveries and new friends. It's there when you need it the most, at a time when you are at your most vulnerable, when you need answers. And in return it asks for nothing."  
— Dr. Barbara K. Mistick,  
President and Director,  
Carnegie Library of Pittsburgh

Exhibit 1: Carnegie Statistical Comparison/Baltimore-Enoch Pratt Comparison

	Mean	Median	Carnegie	Carnegie (adjusted population)	Carnegie with ACLA	Baltimore County	Enoch Pratt (Balt. City)	Combined
Hennen Ranking (HAPLR)	755	766	618	618	n/a	765	388	n/a
Population (thousands)	674	734	446	600	1,215	781	636	1,417
Staff	1,118	475	358	358	n/a	475	474	949
Hours of Operation (thousands)	67	67	36	36	166	63	42	104
Hours Per Capita	0.10	0.09	0.08	0.06	0.14	0.08	0.07	0.07
Visits Per Hour	78.98	82.30	77.37	77.37	46.72	88.37	34.40	67.13
FTE's per 1,000 Population	0.79	0.78	0.80	0.60	n/a	0.61	0.75	0.62
Operating Budget (thousands)	\$ 43,653	\$ 44,999	\$ 26,063	\$ 26,063	\$ 48,718	\$ 38,366	\$ 40,709	\$ 79,075
Budget Per Capita	\$ 68.20	\$ 60.89	\$ 58.40	\$ 43.44	\$ 40.10	\$ 49.12	\$ 64.01	\$ 55.80
Expenditures on Materials/Collections (thousands)	\$ 6,420	\$ 5,775	\$ 3,418	\$ 3,418	\$ 6,781	\$ 6,781	\$ 5,282	\$ 12,063
Material Expenditures Per Capita	\$ 10.18	\$ 8.38	\$ 7.66	\$ 5.70	\$ 5.58	\$ 8.68	\$ 8.31	\$ 8.51
Percent of Budget Spent on Materials	14.5%	13.1%	13.1%	13.1%	13.9%	17.7%	13.0%	15.3%
Visits (thousands)	5,028	4,907	2,795	2,795	7,761	5,567	1,445	7,012
Visits Per Capita	7.54	6.75	6.30	4.66	6.39	7.13	2.27	4.95
Circulation (thousands)	11,601	11,147	3,354	3,354	10,701	9,132	1,358	10,490
Circulation Per Capita	16.09	16.30	7.50	5.59	8.81	11.69	2.14	7.39

Exhibit 2: Hennen Database Statistical Summary

	Carnegie Rank Among Sample	Mean	Median	Carnegie	Columbus	Minneapolis (Portland)	Denver	Cincinnati	Hennepin (Minneapolis)	Baltimore County	Indianapolis	Seattle	Cleveland
Hennen Ranking (HAPLR)		755	766	618	849	844	787	767	767	765	751	728	675
Population (thousands)		674	734	446	771	702	580	807	765	781	833	586	465
Staff		525	475	358	794	459	438	675	474	475	449	529	599
Hours of Operation (thousands)		67	67	36	72	47	46	107	63	63	75	77	81
Hours Per Capita	7	0.10	0.09	0.08	0.09	0.07	0.08	0.13	0.08	0.08	0.09	0.13	0.17
Visits Per Hour	7	78.98	82.30	77.37	114.56	100.10	85.48	39.91	80.94	88.37	71.12	83.66	48.58
FTE's per 1,000 Population	5	0.79	0.78	0.80	0.94	0.65	0.75	0.84	0.62	0.61	0.54	0.90	1.29
Operating Budget (thousands)		\$ 43,653	\$ 44,999	\$ 26,063	\$ 49,868	\$ 49,250	\$ 32,525	\$ 51,130	\$ 40,747	\$ 38,366	\$ 31,958	\$ 50,408	\$ 66,213
Budget Per Capita	6	\$ 68.20	\$ 60.89	\$ 58.40	\$ 64.67	\$ 70.20	\$ 56.06	\$ 63.38	\$ 53.30	\$ 49.12	\$ 38.38	\$ 85.99	\$ 142.47
Expenditures on Materials/Collections (thousands)		\$ 6,420	\$ 5,775	\$ 3,418	\$ 6,393	\$ 5,932	\$ 4,241	\$ 7,750	\$ 5,248	\$ 6,781	\$ 5,342	\$ 5,617	\$ 13,480
Material Expenditures Per Capita	7	\$ 10.18	\$ 8.38	\$ 7.66	\$ 8.29	\$ 8.46	\$ 7.31	\$ 9.61	\$ 6.86	\$ 8.68	\$ 6.42	\$ 9.50	\$ 29.00
Percent of Budget Spent on Materials	5	14.5%	13.1%	13.1%	13.0%	12.0%	13.0%	15.2%	12.9%	17.7%	16.7%	11.1%	20.4%
Visits (thousands)		5,028	4,907	2,795	8,214	4,702	3,931	4,286	5,111	5,567	5,305	6,418	3,950
Visits Per Capita	9	7.54	6.75	6.30	10.70	6.70	6.80	5.30	6.70	7.13	6.40	10.90	8.50
Circulation (thousands)		11,601	11,147	3,354	16,932	19,901	9,517	14,876	12,777	14,184	17,000	9,333	6,006
Circulation Per Capita	10	16.09	16.30	7.50	22.00	28.40	10.40	18.40	16.70	11.69	17.00	15.90	12.90

**Exhibit 3: Hennen Database Statistical Summary (Carnegie Service Population Adjusted)**

	Mean	Median	Carnegie	Columbus	Multnomah (Portland)	Denver	Cincinnati	Hennepin (Minneapolis)	Baltimore County	Indianapolis	Seattle	Cleveland
Hennen Ranking (HAPLR)	755	766	618	849	844	787	767	765	765	751	728	675
Population (thousands)	689	734	600	771	702	580	807	765	781	833	586	465
Staff	525	475	358	794	459	438	675	474	475	449	529	599
Hours of Operation (thousands)	67	67	36	72	47	46	107	63	63	75	77	81
Hours Per Capita	0.10	0.09	0.06	0.09	0.07	0.08	0.13	0.08	0.08	0.09	0.13	0.17
Visits Per Hour	78.98	82.30	77.37	114.56	100.10	85.18	39.91	80.94	88.37	71.12	83.66	48.58
FTE's per 1,000 Population	0.77	0.70	0.60	0.94	0.65	0.75	0.84	0.62	0.61	0.54	0.90	1.29
Operating Budget (thousands)	\$ 43,653	\$ 44,999	\$ 26,063	\$ 49,868	\$ 49,250	\$ 32,525	\$ 51,130	\$ 40,747	\$ 38,366	\$ 31,958	\$ 50,408	\$ 66,213
Budget Per Capita	66.70	59.72	43.44	64.67	70.20	56.06	63.38	53.30	49.12	38.38	85.99	142.47
Expenditures on Materials/Collections (thousands)	\$ 6,420	\$ 5,775	\$ 3,418	\$ 6,393	\$ 5,932	\$ 4,241	\$ 7,750	\$ 5,248	\$ 6,781	\$ 5,342	\$ 5,617	\$ 13,480
Material Expenditures Per Capita	9.98	8.38	5.70	8.29	8.46	7.31	9.61	6.86	8.68	6.42	9.50	29.00
Percent of Budget Spent on Materials	14.5%	13.1%	13.1%	13.0%	12.0%	13.0%	15.2%	12.9%	17.7%	16.7%	11.1%	20.4%
Visits (thousands)	5,028	4,907	2,795	8,214	4,702	3,931	4,286	5,111	5,567	5,305	6,418	3,950
Visits Per Capita	7.38	6.75	4.66	10.70	6.70	6.80	5.30	6.70	7.13	6.40	10.90	8.50
Circulation (thousands)	11,601	11,147	3,354	16,932	19,901	9,517	14,876	12,777	9,132	14,184	9,333	6,006
Circulation Per Capita	15.90	16.30	5.59	22.00	28.40	10.40	18.40	16.70	11.69	17.00	15.90	12.90

# Appendix

## Supporting Statistics

**Exhibit 4: Hennen Database Statistical Summary (Libraries Serving 250-500 Thousand Population Area)**

City	State	Population	HAPIR Score	Ranking Per Capita				Average Rank
				Expenditure	Materials Expend	Circulation	Visits	
Allen County Public Library	IN	331,849	793	5	2	6	2	4
Toledo-Lucas County Public Library	OH	448,229	717	2	4	14	3	6
Cleveland Public Library	OH	464,744	675	1	1	17	5	6
Akron-Summit Cnty Public Library	OH	382,713	782	3	5	12	6	7
Santa Clara County Library	CA	419,141	866	4	8	3	14	7
Douglas County Libraries	CO	265,470	900	6	3	2	19	8
San Mateo County Library	CA	278,388	758	7	7	16	7	9
Howard County Library	MD	266,738	835	13	13	5	10	10
Dayton Metro Library	OH	476,393	789	11	10	13	9	11
Stark County District Library	OH	258,311	792	8	6	9	28	13
Saint Charles City-County Library District	MO	283,883	866	24	11	4	20	15
Saint Paul Public Library	MN	287,385	697	15	25	19	1	15
Madison Public Library	WI	264,312	797	19	33	7	4	16
Johnson County Library	KS	402,064	766	17	19	10	22	17
Loudoun County Public Library	VA	252,300	801	25	15	8	26	19
Central Rappahannock Regional Library	VA	269,200	803	29	44	1	8	21
<b>Carnegie Library Of Pittsburgh</b>	<b>PA</b>	<b>446,308</b>	<b>618</b>	<b>10</b>	<b>14</b>	<b>37</b>	<b>21</b>	<b>21</b>
Lexington Public Library	KY	270,789	668	22	21	24	17	21
Saint Louis Public Library	MO	348,189	570	14	12	42	18	22
Kent District Library	MI	365,669	765	33	23	18	13	22
Richland County Public Library	SC	348,226	671	18	9	29	31	22
Charleston County Public Library System	SC	331,917	693	26	17	22	25	23
Timberland Regional Library	WA	449,303	697	30	20	21	24	24
Department Of Community Services	DE	370,819	734	41	35	11	27	29
Monmouth County Library	NJ	399,613	690	42	16	27	29	29
Henrico County Public Library	VA	283,300	619	23	29	25	39	29
Plano Public Library System	TX	284,790	665	32	31	23	33	30
Oakland Public Library	CA	435,710	474	12	30	61	16	30
Youngstown And Mahoning County, Pl Of	OH	254,274	507	20	18	38	52	32
Solano County Library	CA	371,000	531	21	26	47	36	33
Collier County Public Library	FL	333,858	653	51	24	28	32	34
Sarasota County Public Libraries	FL	387,461	639	47	46	34	15	36
Genesee District Library	MI	328,131	598	54	22	39	30	36
Central Arkansas Library System	AR	317,032	513	34	28	51	34	37

**Exhibit 5: Index of Public Libraries 2009 (Based on 2007 Data; Statistics are per Capita)**

State	Library	State	Circulation	Visits	Program Attendance	Internet Terminal Uses	Overall Score	Circulation Rank	Visits Rank	Program Attendance Rank	Internet Terminal Uses Rank	Average Rank
NY	Middle Country Public Library, Centereach	22.2	8.8	1.0	5.8	1,595	9	15	2	1	7	7
OH	Cuyahoga County Public Library, Parma	27.9	12.2	0.5	3.4	1,444	4	3	10	10	10	7
UT	Salt Lake City Public Library	18.8	19.8	0.5	2.6	1,411	12	1	10	14	9	9
MI	Ann Arbor District Library	45.7	10.1	0.3	1.8	1,273	1	7	23	24	14	14
IL	Naperville Public Library	32.4	11.2	0.5	1.6	1,229	2	4	10	29	11	11
OH	Stark County District Library, Canton	15.7	5.8	1.5	1.1	1,218	21	41	1	40	26	26
OH	Akron-Summit Cnty Public Library	14.8	8.4	0.7	4.5	1,205	24	19	4	6	13	13
OH	Columbus Metropolitan Library	22.0	10.7	0.4	2.8	1,167	10	5	17	13	11	11
NI	Mercer County Library, Lawrenceville	12.0	8.0	0.5	5.2	1,109	35	22	10	3	18	18
IL	Schaumburg Township District Library	18.4	9.4	0.6	2.2	1,054	13	12	5	18	12	12
OR	Multnomah County Library, Portland	28.4	6.7	0.5	0.1	1,031	3	29	10	45	22	22
IL	Arlington Heights Memorial Library	27.6	9.9	0.3	1.8	1,022	5	9	23	24	15	15
IN	Evansville-Vanderburgh Public Library	16.8	10.0	0.3	3.4	1,013	20	8	23	10	15	15
KS	Topeka And Shawnee County Public Library	14.2	6.3	0.3	5.6	995	28	34	23	2	22	22
IN	Allen County Public Library, Ft. Wayne	18.3	9.2	0.6	1.9	992	14	13	5	22	14	14
NC	Public Library Of Charlotte & Mecklenburg County	7.5	6.3	0.8	1.6	984	44	34	3	29	28	28
CO	Douglas County Libraries, Castle Rock	24.4	6.5	0.5	2.2	957	7	31	10	18	17	17
CA	San Mateo County Library	13.3	8.1	0.6	2.6	955	30	21	5	14	18	18
OR	Eugene Public Library	17.4	8.5	0.3	3.5	936	16	16	23	9	16	16
CA	Berkeley Public Library	15.1	12.6	0.3	1.5	932	23	2	23	33	20	20
MO	Kansas City Public Library	9.3	9.9	0.4	3.4	923	39	9	17	10	19	19
MD	Harford County Public Library, Belcamp	16.9	6.9	0.6	1.7	890	19	28	5	26	20	20
OH	Toledo-Lucas County Public Library	13.8	8.9	0.3	2.6	880	29	14	23	14	20	20
OK	Tulsa City-County Library System	8.5	6.1	0.3	4.8	874	42	39	23	5	27	27
CA	Pasadena Public Library	12.4	8.4	0.6	1.4	871	34	19	5	35	23	23
PA	* Carnegie Library Of Pittsburgh, Pittsburgh (2006 Data)	7.6	5.3	0.5	4.5	868	43	44	10	6	26	26
OH	Cleveland Public Library	12.9	8.5	0.3	2.3	852	32	16	23	17	22	22
IN	St Joseph County Public Library, South Bend	17.0	10.5	0.3	1.5	850	17	6	23	33	20	20
KS	Johnson County Library, Overland Park	15.3	6.3	0.2	3.8	838	22	34	39	8	26	26
MN	Saint Paul Public Library	11.7	9.7	0.3	2.2	819	36	11	23	18	22	22
CA	San Jose Public Library	14.4	7.8	0.2	2.2	800	27	25	39	18	27	27
IN	Indianapolis-Marion County Public Library	17.0	6.4	0.3	1.9	794	17	33	23	22	24	24
VA	Central Rappahannock Regional Library, Fredericksburg	24.9	8.0	0.3	0.6	780	6	22	23	44	24	24
WI	Madison Public Library	17.5	8.5	0.2	1.6	778	15	16	39	29	25	25
MO	Consolidated Library District #3, Independence	13.3	6.2	0.4	1.4	773	30	38	17	35	30	30
OH	Dayton Metro Library	14.6	7.9	0.4	1.6	759	26	24	17	29	24	24
SC	Richland County Public Library, Columbia	8.6	5.4	0.1	4.9	755	41	43	45	4	33	33
CA	Santa Clara County Library, Los Gatos	22.9	7.2	0.3	0.9	745	8	26	23	42	25	25
NJ	Somerset County Library, Bridgewater	14.7	6.0	0.4	1.4	705	25	40	17	35	29	29
MO	Saint Charles City Library District, St. Peters	20.0	6.3	0.3	0.8	699	11	34	23	43	28	28
FL	Broward County Libraries Division, Ft. Lauderdale	5.1	5.6	0.4	1.7	652	45	42	17	26	33	33
MD	Baltimore County Public Library, Towson	11.7	7.1	0.2	1.2	646	36	27	39	38	35	35
FL	Jacksonville Public Library	9.3	5.2	0.3	1.7	642	39	45	23	26	33	33
MD	Montgomery County Public Libraries, Rockville	12.8	6.7	0.2	1.0	639	33	29	39	41	36	36
NY	Queens Borough Public Library, Jamaica	9.7	6.5	0.2	1.2	616	38	31	39	38	37	37

\*Carnegie Library data from 2008 study (based on 2006 statistics), Carnegie was not ranked in 2009

**Exhibit 6: Parente 2008 Audit Funding Comparison**

	Budget (\$ millions)		Population (thous.)		Funding Sources				Spending		
					Local Tax	State Tax	Federal Tax	Other	Staff	Material	Other
Carnegie	\$24.7	600	18	66%	24%	2%	8%	56%	13%	31%	
Baltimore County	\$38.4	781	17	86%	13%	1%	0%	62%	18%	20%	
Hennepin (Minn.)	\$40.7	765	26	95%	0%	0%	5%	68%	13%	19%	
Indianapolis	\$31.8	833	23	91%	9%	0%	0%	61%	16%	23%	
Detroit	\$39.3	951	24	92%	6%	0%	2%	67%	10%	23%	
Buffalo	\$25.7	950	37	83%	10%	0%	7%	63%	13%	24%	
Milwaukee	\$25.0	603	13	90%	2%	2%	6%	68%	10%	22%	
Denver	\$32.8	582	23	90%	0%	2%	8%	69%	14%	17%	
Nashville	\$23.8	575	21	94%	1%	0%	5%	57%	12%	31%	
Oakland	\$24.7	435	17	96%	3%	1%	0%	76%	9%	15%	
Mean	\$30.7	708	22	88%	7%	1%	4%	65%	13%	23%	
Median	\$28.8	684	22	91%	5%	1%	5%	65%	13%	23%	

**Exhibit 7: Index of Ohio Public Libraries 2009 (Based on 2007 Data, Statistics are Per Capita)**

Stars	Library	State	Circulation	Visits	Program Attendance	Internet Terminal Uses	Overall Score
5	Cuyahoga County Public Library, Parma	27.9	12.2	0.5	3.4	1,444	
5	Stark County District Library, Canton	15.7	5.8	1.5	1.1	1,218	
5	Akron-Summit Cnty Public Library	14.8	8.4	0.7	4.5	1,205	
5	Columbus Metropolitan Library	22.0	10.7	0.4	2.8	1,167	
4	Toledo-Lucas County Public Library	13.8	8.9	0.3	2.6	880	
4	Cleveland Public Library	12.9	8.5	0.3	2.3	852	
3	Dayton Metro Library	14.6	7.9	0.4	1.6	759	

**Exhibit 8: Carnegie Branch Visitation Analysis 2009**

	Renovated		Branch Visits		Weekly Hours		Approximate Hours per Year		Visits per Hour	
	✓									
Squirrel Hill	✓		409,141		43		2,236		183.0	
Downtown & Business	✓		387,071		47		2,418		160.1	
East Liberty*	✓		235,035		40		2,080		113.0	
Brookline	✓		105,266		40		2,080		50.6	
Allegheny	✓		125,115		48		2,496		50.1	
Carrick and Knoxville**			93,249		38		1,976		47.2	
Homewood	✓		85,700		39		2,028		42.3	
Sheraden and West End**			69,923		37		1,924		36.3	
Woods Run	✓		69,678		41		2,132		32.7	
South Side			61,038		38		1,976		30.9	
Hill District	✓		57,180		37		1,924		29.7	
Mt Washington			57,566		38		1,976		29.1	
Hazelwood	✓		53,316		36		1,872		28.5	
Lawrenceville			53,233		39		2,028		26.2	
Beechview			47,049		37		1,924		24.5	

\*East Liberty uses 2008 data due to construction closing in 2009

\*\* Assuming merger of these branch libraries

# PowerPoint Presentation, September 2, 2010

Free and open access  
to information *transforms*.

It transforms lives;  
it transforms communities;  
it transforms societies.

But while free access  
transforms,  
*transformation is not free.*

Source: OCLC, "From Awareness to Funding," a story of library support in America, generously underwritten by the Bill and Melinda Gates Foundation.

## Objectives

- Assess operating performance and funding requirements:
  - Reviewing historical Carnegie Library System benchmark analyses
  - Utilizing external benchmarking sources
  - Determining comparable library systems and benchmarking statistics
  - Examine impact of funding cuts
- Determine minimum funding levels required to sustain a high-performing library system

## Historical Performance Reviews

- RAND
- Regional Asset District Commissioned Audit
- Community Impact and Benefits Report
- Other Strategic Reports
  - Strategic Planning
  - Operational and Financial
  - Budgets
  - Community Forums

## External Benchmarking

- LJ Index of Public Library Service
  - Over 7,200 libraries rated
  - Library index and "star" ratings
  - Four utilization statistics for ratings
    - Circulation rates
    - Visit volumes
    - Program attendance
    - Public internet use
- Hennen's American Public Library Rankings
  - Proprietary ranking methodology using 15 operating performance indicators
  - Annual publisher of "10 Best Library Systems" and "100 Best Libraries"

## Carnegie Library Overview

- LJ Index - 4 star ranking in 2008 (based on 2006 data)
  - Ranked 19<sup>th</sup> among libraries with operating budget greater than \$10 million
  - Only star-ranked library in Pennsylvania in this category
- Hennen - 70<sup>th</sup> percentile among 99 libraries in the 250-500 thousand population range
- Pittsburgh's status among the "Most Literate Cities in America" is based in part on the Carnegie Library of Pittsburgh System; Pittsburgh's library system is ranked #10 in the most recent survey.

## Carnegie Library Profile – Populations Served

- City of Pittsburgh population (312,000)
- Legal Service Area population (446,000)
- CLP regional services (cost) infrastructure supports:
  - Interlibrary distribution (41% of total Allegheny County circulation)
  - Archived collections
  - Specialty branches (LBPH and Business Branch)
  - PA Regional Service Center
- CLP "adjusted" population estimate (600,000+)
- CLP county service population with ACLA libraries (1,215,000)

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## Comparable Library "Inclusion" Criteria

- "Best in Class" public library systems
- Comparable "city/urban" markets
- Comparable population base

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## Comparable High-Performing Library Systems

- Columbus Metropolitan Library (Columbus, OH)
- Multnomah Public Library (Portland, OR)
- Denver Public Library (Denver, CO)
- Hennepin Public Library (Minneapolis, MN)
- Cincinnati Public Library (Cincinnati, OH)
- Baltimore County and Enoch Pratt Free Library (Baltimore, MD)
- Indianapolis Public Library (Indianapolis, IN)
- Seattle Public Library (Seattle, WA)
- Cleveland Public Library (Cleveland, OH)

9

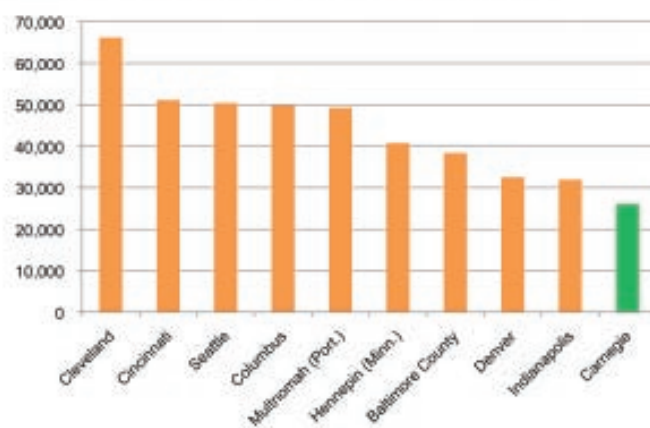
## Hennen Survey Top Library Rankings

(2007 Data-Greater than 500 Thousand Population)

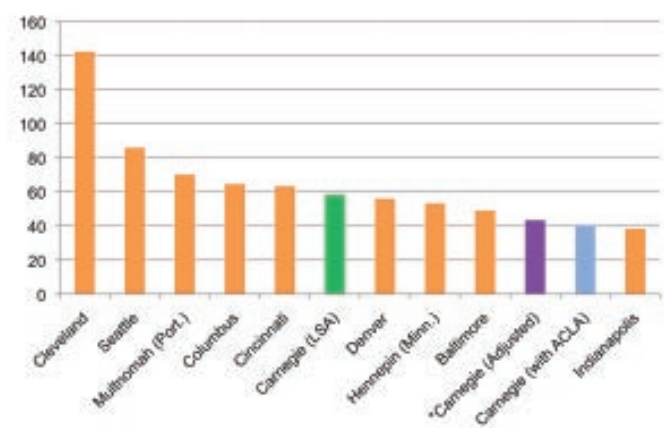
	Library	Score
1	Cuyahoga County (Suburban Cleveland)	910
2	Columbus*	849
3	Multnomah (Portland)*	844
4	Denver*	787
5	Salt Lake County*	779
6	King County (Rural counties, Washington)	768
7	Hennepin County (Minneapolis)*	767
8	Cincinnati*	767
9	Baltimore County (Suburban)	765
10	Indianapolis*	751
21	Carnegie (Urban)	618

\*Operate as City-County Systems

## Operating Budget (\$ in Thousands)

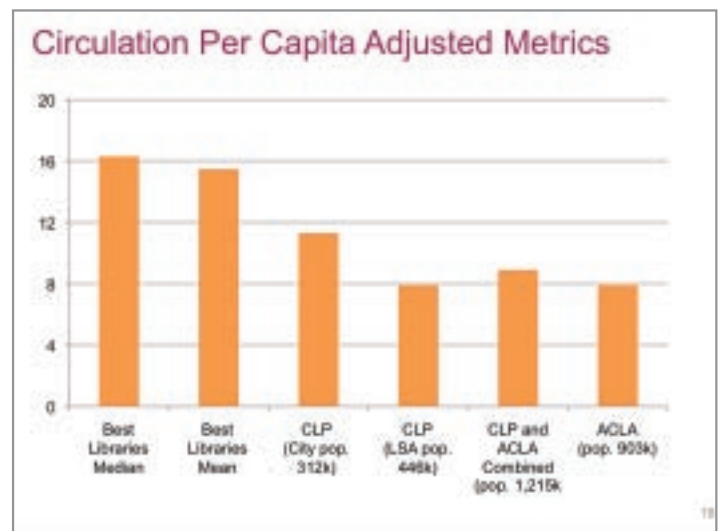
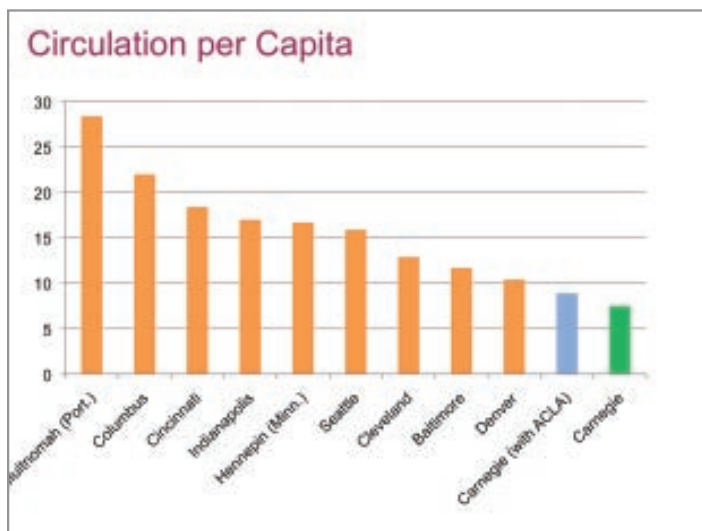
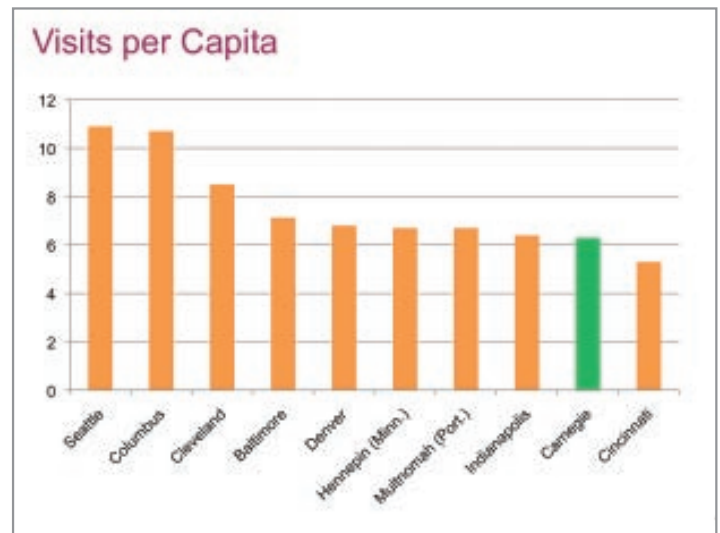
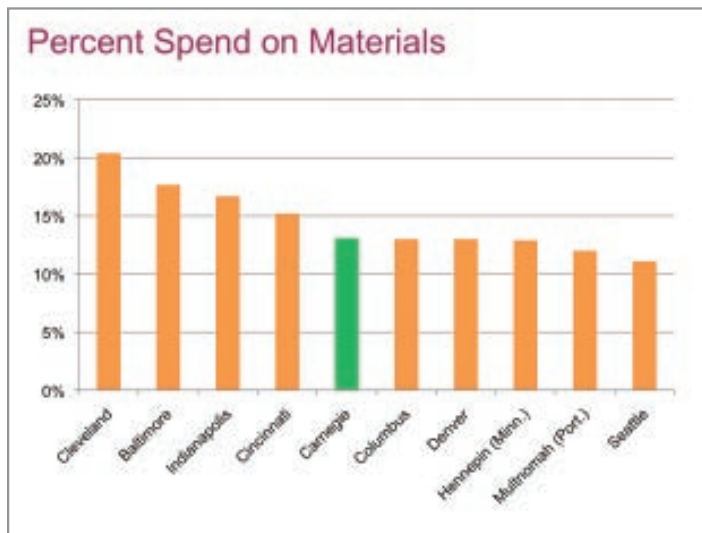
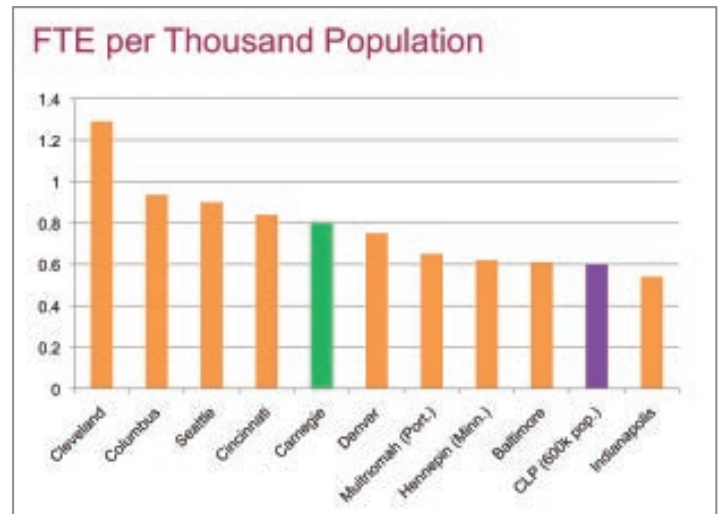


## Expenditures per Capita



\*Carnegie adjusted uses a 600k population base

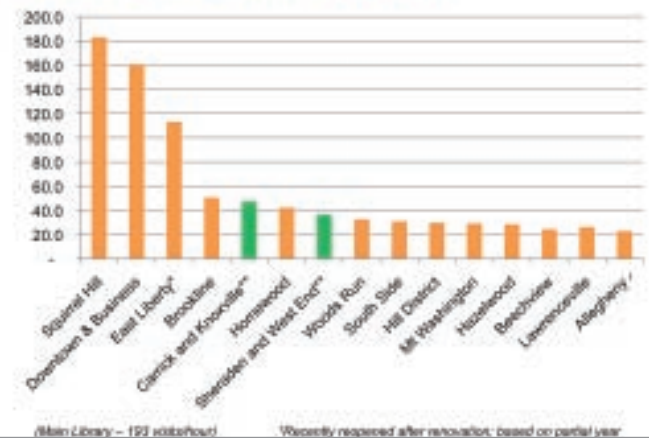
# PowerPoint Presentation, September 2, 2010



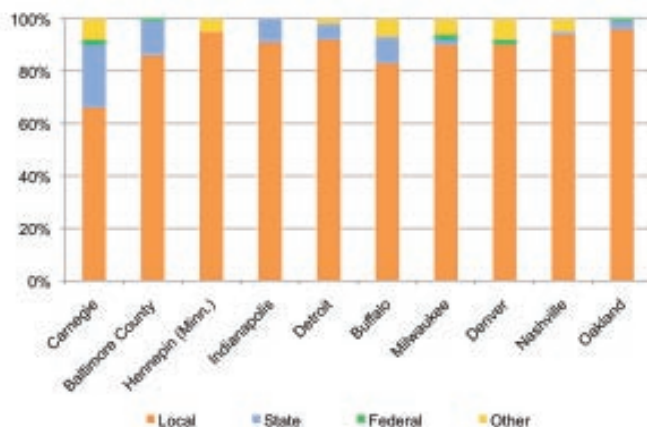
## Carnegie Library of Pittsburgh Locations



## Branch System Visits per Hour



## Funding Summary (ParenteBeard Cohort)



## Key Observations – CLP Benchmarked Funding Sources

- Approximately 81.5% of total funding for more than 9,000 U.S. public libraries is generated from local tax receipts, and nearly 92% of total funding is derived from taxes (local, state, and federal).
- Approximately 8% of total funding is generated from all other sources, including fees, donations, fines, and grants.
- The “Best Performing” library systems each generate 90% to 100% of their funding from publicly funded “tax revenue” streams.
- CLP performs at the high end of the benchmarked library systems in the generation of revenues from philanthropy and other sources.

## Key Observations – CLP Operating Metrics and Cost Structure

- CLP operating budget is lowest among the comparable “high-performing” library systems.
- Expenditures per capita are among the lowest for CLP and Allegheny County (CLP/ACLA combined).
- CLP staffing levels and FTE (per capita) levels are among the lowest.
- While visits per capita are at the lower end of the range, CLP visit levels are comparable among 7 of the 10 benchmarked systems.

## Key Observations – CLP Operating Metrics and Cost Structure

- CLP expenditures on collections are at the low end of the range, particularly in relation to the operating budgets of the comparable systems.
- CLP circulation rates are lowest among the comparable libraries; however, rates reflect the impacts of our older age demographic and the socio-economic profile of Pittsburgh’s urban market population.
- The “high-performing” benchmark library systems are typically highly integrated “City-County” and “Regional” library systems.

# PowerPoint Presentation, September 2, 2010

## Key Recommendations

- CLP's library branch system can be improved with the merger of neighborhood libraries in the South Pittsburgh and West End neighborhoods.
- Five branch locations (including merged branches) still require renovation and modernization (\$20 million+ expenditure).
- Additional opportunities for merger and integration among Pittsburgh's City-County libraries remain for consideration in order to achieve high-performing status comparable to that of other "best-in-class" library systems.

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## Key Recommendations

- CLP service hours and collection budgets should be reinstated to meet the needs of the communities. Lower visit volumes and circulations rates reflect the impact of severe budget cuts made since 2003.
- Opportunities for additional community outreach through volunteer-staffed programs should be considered, particularly among the more than 70,000 students enrolled in proximate colleges and universities.

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## Key Recommendations

- Exploration of a joint library and permanent archiving collaborations between CLP and the University of Pittsburgh should be explored. The University of Pittsburgh ranks thirty-first (second in Pennsylvania) among all libraries in total collections. A shared infrastructure and joint development of a new or renovated "main library" system should be explored to complete transformation and modernization of the CLP system.
- Suggestion that CLP host a conference in Pittsburgh, inviting the high performing library systems to share funding models, service models, and industry best practices that will be essential for sustaining and transforming public libraries to meet community needs in the twenty-first century.

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**"A library is a great promoter of equality and democracy. Anyone can go, anyone can read what they want ... and make whatever they want of it ... for whatever they want to pursue."**

Source: Research subjects, DCLC study – "From Awareness to Funding"

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## Conclusion

Pittsburgh's pre-eminent position among America's highly literate cities is in jeopardy if the Carnegie Library of Pittsburgh is not completely transformed to meet the needs of the twenty-first century. Severe budget cuts, freezes, and the absence of meaningful financial support from the City of Pittsburgh have adversely impacted Carnegie Library of Pittsburgh's ability to perform at a level comparable to that of library systems in other benchmark cities, including Cincinnati, Cleveland, Denver, Indianapolis, Portland, and Seattle.

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"I am clearly of the opinion that it is only by the City maintaining its Public Libraries as it maintains its public schools that every citizen can be made to feel that he is joint proprietor of them, and that the Public Library is for the public as a whole and not for any portion thereof; and I am equally clear that unless a community is willing to maintain Public Libraries at the public cost, very little good can be obtained from them."

– Andrew Carnegie

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## Profiles of High-Performing Library Systems

### **Baltimore County Library**

Baltimore County Library was formed in 1948 and currently operates 18 branches in the area surrounding Baltimore. The year 2009 saw total visitation of six million (a 10% increase over the prior year) with over 10 million items circulated.

### **Carnegie Library of Pittsburgh**

Established as a public trust in 1895, Carnegie Library of Pittsburgh serves the citizens of Pittsburgh and Allegheny County. It has a distinguished history of leadership among the country's great public libraries. Through its 19 neighborhood locations, including the main library and the Library for the Blind and Physically Handicapped, Carnegie Library of Pittsburgh is the region's most visited asset, with 2.6 million visitors in 2008. Each year the library provides valuable resources, programs, classes and training opportunities that engage the community in literacy and life-long learning.

### **Cincinnati Library**

The Public Library of Cincinnati and Hamilton County's mission is connecting people with the world of ideas and information. The 41-branch library system's vision to serve as a dynamic force in the community by assuring equitable access to the library's resources and services was reaffirmed in 2009 with passage of the library's first successful operating levy that passed with an overwhelming 73 percent vote amidst the worst economic environment seen in a generation. This \$20 million annual local tax revenue will replace funding lost from the state to help sustain Cincinnati's ranking among America's top 10 most literate cities and the library's ranking among the top 5 libraries in the nation.

### **Cleveland Public Library**

The Cleveland Public Library was founded in 1869 and is located in Cleveland, Ohio. It operates the main library in downtown Cleveland. It has 28 branches throughout Cleveland and the highest per capita cost structure among the benchmarked library systems.

### **The Columbus Metropolitan Library**

This library, whose mission is "to promote reading and guide learning in the pursuit of information, knowledge and wisdom," consistently tops the list as one of the most used libraries in the United States. The 20-branch library system is known for having a high number of visits per hour, a high number of volumes per capita, and a high circulation of materials overall.

### **Denver Public Library**

The Denver Public Library has a strong commitment to customer service and devotes the largest share of its budget to public service staff (69 percent in 2009) and technology staff (6 percent) that directly assist customers at the library's central location and 22 branches.

**Hennepin County (Minneapolis, Minnesota)**

The Hennepin County Library's mission is to nourish minds, transform lives, and build community together. Forty-one libraries and outreach services, to over 90 sites including senior housing sites and correctional facilities, serve the 1.2 million residents of this county-based library system. Almost 70 percent of county residents are library cardholders and have used the library within the past three years.

**Indianapolis Library**

The Indianapolis-Marion County Public Library operates a 22-branch county-based system, including a central location, seven regional, seven community, and six neighborhood branches.

**Multnomah County Library (Portland, OR)**

The Multnomah County Library was built in 1864. It is the oldest library west of the Mississippi and operates a central and 18-neighborhood branch system. The system is county-based with an advisory board, following transfer of ownership to the county in 1990. The library is also supported with 65,000 volunteer hours, offers programs in five languages, and boasts one of the highest circulation rates among all libraries in the nation. The library is also a national medal winner recognized by the Institute of Museum and Library Services.

**Seattle Public Library**

Officially founded in 1890 but circulating books since 1868, the Seattle Public Library aims to be the best public library in the world. It has 26 branches and serves the Metropolitan King County population of 1,835,300. Seattle recently completed the renovation and modernization of their central and 26-branch system with funding from a \$300 million bond issuance and \$83 million secured from private donations. Seattle is also city governed.

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## Review Team Profiles

**Carolyn Gormley** is an upcoming senior at the University of Pittsburgh. A Dean's Honor List student, Carolyn is pursuing degrees in both communications and economics with a certificate in leadership. She is currently involved in Pitt Pathfinders, the Student Alumni Association, and the National Society of Collegiate Scholars. This summer, in addition to working as an intern for UPMC, Carolyn interned for WQED's ONQ Nightly News Program and was a coach for the Forest Hills synchronized swim team.

**Todd Green** is a junior at Baldwin-Wallace College, majoring in business administration with a minor in political science. He played college soccer for one year and is active in the accounting association and ski club. A native Pittsburgher, Todd graduated from Central Catholic High School in 2008 where he earned his Eagle Scout award. Todd looks forward to returning to school this fall and to spending a semester abroad in Australia next spring.

**Kevin Komp** is a senior financial analyst at UPMC Health Plan. He is a graduate of the University of Colorado with master's and bachelor's degrees in accounting. Kevin has participated in various benchmarking studies and presentations related to the insurance industry.

**Matt Lancaster** is a business analyst in the Consumerism Innovation Department at UPMC Health Plan, where he researches web-based technology. In 2008 he earned his master of science in public policy and management from Carnegie-Mellon University's Heinz School of Public Policy. His master's project was evaluating expansion opportunities for a Pittsburgh-based nonprofit. In 2004 he earned his undergraduate degree in history from the College of William and Mary.

**Ken Burkholder** is an administrative resident at UPMC Health Plan. He is a graduate of the University of Pittsburgh with a background in psychology and economics and is currently pursuing graduate studies in health administration, also at Pitt. His current interests are healthcare reform; its impact on payers, providers, and consumers; and its effect on the quality, cost, and accessibility of healthcare in the United States.

**Michelle Garraux** is creative director within the Marketing & Communications Department at UPMC Health Plan. She holds a BS degree from Duke University and an MEd degree from the University of Pittsburgh.

**Scott Lammie** is Sr. Vice President of UPMC Insurance Services Division and Chief Financial Officer of UPMC Health Plan. He serves as advisor to the Review Team and is a member of the Carnegie Library of Pittsburgh Public Private Task Force on Sustainable Library Funding.

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Karlyn A. Voss, Director – Office of External & Governmental Relations, Carnegie Library of Pittsburgh

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# Carnegie Library of Pittsburgh Locations



## Key

● Renovated

■ Renovation pending

