

HHS COMMITTEE #2
April 14, 2010
Worksession

MEMORANDUM

April 12, 2010

TO: Health and Human Services Committee

FROM: Essie McGuire, Legislative Analyst *Essie McGuire*

SUBJECT: **Worksession – FY11 Operating Budget, Department of Public Libraries**

Those expected for this worksession include:

- Parker Hamilton, Director, Department of Public Libraries
- Eric Carzon, Business Manager, Department of Public Libraries
- Bruce Meier, Office of Management and Budget

The County Executive's recommendation for the Department of Public Libraries is attached on circles 1-8.

OVERVIEW

For FY11, the County Executive recommends total expenditures of \$29,264,680 for Public Libraries, a decrease of \$8,464,840 or 22.4 percent from the FY10 approved budget of \$37,729,520. Table 1 below details the changes from the FY10 approved to the FY11 recommendation.

Table 1: Department of Public Libraries Operating Budget			
(in \$000's)	FY10 Approved	FY11 CE Rec.	%Change FY10-FY11
Expenditures:			
General Fund	37,569	29,212	-22.2%
Grant Fund	160	52	-68%
TOTAL Expenditures	37,729	29,264	-22.4%
Positions:			
Full-time	231	174	-24.7%
Part-time	197	176	-10.7%
TOTAL Positions	428	350	-18.2%
Workyears	386.9	299.3	-22.6%

The Executive's recommendation would eliminate a total of 78 positions and 87.6 workyears. Currently only 18 of the positions slated to be abolished are vacant. This is the second consecutive fiscal year in which the library department lost a significant number of positions. The FY10 budget had 53 fewer positions than the FY09 budget (although most of those eliminated positions were vacant, in contrast with this year).

The only recommended increases in the FY11 library operating budget relate to personnel adjustments for retirement and health care. Summary Table 2 below groups all tax-supported changes according to increases, administrative and operating reductions, and program reductions. Both dollars and associated workyears are shown.

Table 2: FY11 Recommended Changes from FY10 Approved		
	\$000s	WY
Increases related to personnel adjustments		
Retirement Adjustment	\$319,250	
Group Insurance Adjustment	\$185,030	
Annualization of FY10 Personnel Costs	\$40,350	
Subtotal: same service adjustments	\$544,630	
Administrative and operating reductions		
Reduce publications, program advertising, and printing	-\$26,910	-0.5
Reduce support for Literacy Council by 20%	-\$29,610	
Reduce Planning and Evaluation Coordinator	-\$39,820	-0.5
Reduce marketing, press relations, program support	-\$62,940	-0.5
Reduce central administration for library operations	-\$80,000	-1.0
Reduce Collection Development	-\$246,650	-2.0
Reduce materials processing	-\$325,640	-3.0
Decrease costs of motor pool, printing, mail, repairs	-\$127,130	
Decrease costs of certain administrative support	-\$124,950	-2.0
Discontinue MCPL as sub-regional State Talking Books Depository	-\$115,000	-1.5
Subtotal: general reductions	-\$1,178,650	-11.0
Program Reductions		
Reduce Pages, Sunday service, and other staff during Gaithersburg and Olney closing for construction	-\$1,765,360	-28.5
Re-purpose and replan Noyes Library	-\$65,110	-1.1
Reduce Sunday hours	-\$72,740	-1.0
Eliminate second Librarian for Disability Resource Ctr	-\$90,000	-1.0
Abolish Librarian II for Government Reference	-\$142,000	-1.0
Reduce Mobile Services	-\$224,710	-1.5
Decrease substitute staffing by 50%	-\$264,700	-5.0
Decrease costs due to furlough days	-\$745,000	-10.2
Reduce library operating hours by 8.7 percent overall	-\$1,978,760	-26.3
Reduce materials	-\$2,374,610	
Subtotal: program reductions	-\$7,722,990	-75.6
Grand Total: net decrease (tax supported)	-\$8,357,010	-86.6

Public Testimony: The Council has received a great deal of correspondence and public testimony in support of the library budget. Most speakers emphasized the importance of library services, and requested that no additional reductions be made to the FY11 budget. Many constituents have also requested that the Noyes Library for Young Children remain open. Library staff have written to the Council regarding the position reductions.

Council staff summary: This is the third consecutive fiscal year that the Library Department is taking significant program reductions. Staffing is taking a particularly large hit for FY11, due to the temporary closures of some libraries and the overall reduction in operating hours. Following the position reductions of the last two years, the Library Department does not have many vacancies to fill relative to the number of position reductions. The Department is now operating and will go forward with a significantly reduced complement overall, both administrative and in branch services.

Council staff does not see any available areas for additional reductions. If absolutely necessary due to fiscal constraints at reconciliation, the Council could further reduce the operating hours or materials. However, additional reductions would exacerbate the service impact that is likely to be experienced in FY11.

FY11 EXPENDITURE ISSUES

I. POSITIONS

The County Executive's recommendation would eliminate a total of 78 positions and 87.6 workyears. Table 3 below shows the 10 year trends for approved positions and workyears.

Table 3: Library Positions FY01-FY11

	Total Library Op Budget	Appvd positions	Appvd WY
FY01	\$30,162,800	483	430.6
FY02	\$30,316,590	486	427.3
FY03	\$30,561,150	477	416.0
FY04	\$31,033,550	457	406.7
FY05	\$31,921,900	444	401.9
FY06	\$34,383,690	444	403.2
FY07	\$38,357,360	498	419.9
FY08	\$40,466,660	498	427.6
FY09	\$40,405,130	481	426.4
FY10	\$37,729,520	428	386.9
FY11	\$29,264,680	350	299.3

The FY11 recommendation is clearly well below the previous 10 year lows of FY05, FY06, and FY10, and is 133 positions and 131.3 workyears below the FY01 budget. MCPL has been operating below its approved complement for some time due to the hiring freezes and savings plans of the past few years. This budget recommendation would formally lower the staffing moving forward, rather than lapsing positions, and reduces library operations to better operate within the smaller personnel complement.

At the Council's request, Executive Branch staff compiled Table 4 below. It shows the library positions recommended for reduction by job class, the number per class that are full or part time, filled or vacant, salary grade, and whether the class is represented.

Table 4: MCPL Positions Recommended for Reduction in Force (RIF)

JOB CLASS TITLE	FULL-TIME	PART-TIME	FILLED	VACANT	SALARY GRADE	REPRESENTED
MANAGER III	-3	0	-3	0	M3	
INFO TECHNOLOGY TECH I	-3	0	-2	-1	14	
SR LIBRARIAN	-3	0	-2	-1	25	
LIBRARIAN II	-10	-2	-12	0	24	x
LIBRARIAN I	-9	-1	-6	-4	21	x
LIBRARY TECHNICIAN	-1	0	0	-1	13	x
LIBRARY ASST SUPERVISOR	-2	0	-1	-1	20	
LIBRARY ASSISTANT II	-11	0	-10	-1	16	x
LIBRARY ASSISTANT I	-5	-11	-13	-3	13	x
LIBRARY DESK ASSISTANT	0	-2	0	-2	12	x
LIBRARY AIDE	0	-5	-4	-1	08	x
LIBRARY ASSOCIATE II	-5	0	-4	-1	21	x
SUPPLY TECHNICIAN I	-1	0	-1	0	10	x
PRINCIPAL ADMIN AIDE	-1	-1	-1	-1	13	x
ADMINISTRATIVE AIDE	0	-1	0	-1	12	x
OFFICE CLERK	0	-1	-1	0	05	x
TOTAL	-54	-24	-60	-18		

The chart shows that the majority of the positions are filled. The classes reduced reflect the reduction in library hours, the closing of Gaithersburg and Olney libraries for construction, and consolidation and reduction of certain administrative functions, particularly collection management.

Council staff notes that unlike many departments the Department of Public Libraries has two separate managerial structures, one for central services and one for the individual branches. The management-level positions reduced reflect primarily changes in central service functions. Collections management, for example, is recommended to be reduced by 6 positions. Other central functions with reduced positions include branch operations and circulation support, and publications and marketing.

Branch management structure is largely unchanged under the Executive's recommendation. Branches typically have both a Branch Manager (grade M3) and a Library Assistant Supervisor. Approximately one-third of the positions slated for reduction are related to the reduced hours. An additional 25.4 workyears are reduced due to the temporary closure of Gaithersburg during construction. These reductions are detailed more fully below.

Substitutes: The Executive recommends a 50% reduction in substitute hours. This is the third year in a row that the substitute budget has been reduced, from a total of \$735,000 in FY08 to the FY11 recommended level of \$300,000. The original FY10 budget supported approximately 28,700 substitute work hours; the FY10 savings plan reductions left

approximately 24,540 substitute work hours in this year; the FY11 recommendation would support approximately 14,000 substitute work hours.

Council staff notes that the reduction in substitutes is a much larger proportional reduction (50%) than the reduction in library hours (8.7%, detailed below). The impact of this is likely to be that the system will be less consistently able to fill in services when an employee is absent for any reason. Service impact is likely to be desk staffing and program delivery, functions which can be temporarily suspended to cover circulation or other priorities.

Lapse: The Department's FY11 budget assumes a total savings for lapse of \$1.1 million and nearly 13 workyears. Council staff suggests that this may be an aggressive lapse target given the reduced complement and starting the fiscal year with no vacancies following the reduction in force and position abolishments.

The cumulative impact of these savings in positions, substitutes, and lapse may well be a library system functioning at minimal staffing levels, even under the reduced hours scenario. Council staff suggests that the Committee receive a report mid-year on the functional staffing at branches, including amount of time desks, services, or programs are closed or out of service due to staff shortages.

II. HOURS REDUCTION AND RESTRUCTURING

The Executive's recommended budget restructures library operating hours and reduces the total number of public service hours by approximately 8.7%, saving a total of nearly \$2 million. This reduction and restructuring is also the cause of approximately 35% of the department's position reductions, a total of 27 positions and 24.3 workyears.

A detailed description of the hours restructuring is attached on circles 9-10, and a list of the changes in hours for each individual branch is attached on circle 13. The proposal is to create three tiers of libraries, with 6 branches open 56 hours per week, 4 branches open 50 hours per week, and 9 branches open 46 hours per week. One branch (Poolesville) will be open 42 hours per week.

Although the overall reduction is clearly not positive, the restructuring plan makes opening and closing times more consistent and logical across the system, and is responsive to customer preferences and use patterns. Given the fiscal environment, reducing hours is an effective way to reach significant savings. This level of hours reduction appears feasible, spread across the system in a logical manner, and preserves core operating times. **Council staff concurs with the Executive's recommended budget reduction for library hours.**

Sunday service: The Executive's recommendation also reduces Sunday hours in total, with a savings of \$72,740 and 1 workyear. While the recommendation achieves savings by reducing the hours open per Sunday from 5 to 4, it also extends Sunday hours throughout the year, which will increase access in the end. **Council staff supports this recommendation.**

Circle 10 shows a chart of the position reductions associated with the hours reduction by job class. Most are full time (21 FT, 6 PT) and the largest single class reduction is Library Assistant II. This class is reduced by seven positions, which is 37% of the approved FY10 total in the class (19 positions).

Council staff notes that the 8.7% reduction in Public Service Hours reflects the total hours that would be available if all libraries were open as planned in the new tiered structure. **However, for FY11 Gaithersburg and Noyes will both be closed. As the chart on circle 13 shows, without these two libraries the total Public Service Hours for FY11 are actually reduced by 13.5%. In addition, the Olney Library will close mid-year for construction, and its hours reduction is not reflected on this chart. The actual service impact for FY11 will be fewer service hours than the reduced structure calls for, and even fewer than the actual 13.5% reduction for the second half of the fiscal year after Olney closes.** Council staff also notes that neither Gaithersburg nor Olney will reopen in FY12.

III. MATERIALS

The Executive recommends a total reduction of \$2,374,610 for the materials budget for FY11, a reduction of 43% from the FY10 approved budget level. This reduction leaves a total materials budget of \$3,318,020 for FY11. The FY11 recommendation continues and increases by \$326,160 the mid-year reduction taken as part of the FY10 savings plans. Table 5 below shows the ten year trends for the materials budget.

Table 5: Library Materials Budgets FY01-FY11

	Total Library Operating Budget	Total Materials	Materials budget diff from prior year	Materials as % of total op bud
FY01	\$30,162,800	\$6,170,510		20.46%
FY02	\$30,316,590	\$6,062,510	-\$108,000	20.00%
FY03	\$30,561,150	\$5,012,510	-\$1,050,000	16.40%
FY04	\$31,033,550	\$4,830,475	-\$182,035	15.57%
FY05	\$31,921,900	\$5,017,700	\$187,225	15.72%
FY06	\$34,383,690	\$5,333,710	\$316,010	15.51%
FY07	\$38,357,360	\$5,931,710	\$598,000	15.46%
FY08	\$40,466,660	\$6,325,150	\$393,440	15.63%
FY09	\$40,405,130	\$6,125,150	-\$200,000	15.16%
FY10	\$37,729,520	\$5,512,630	-\$612,520	14.61%
FY11	\$29,264,680	\$3,138,020	-\$2,374,610	10.72%

This table shows that the FY11 recommendation is by far the largest year-to-year reduction in materials, is \$1.7 million below the previous ten year low in FY04, and is only 10% of the total budget compared to 20% in FY01 and FY02.

In addition, MCPL has spent below its approved materials budget levels for the past two years due to savings plan reductions, as illustrated in the chart below. **This means a larger three year reduction in actual materials collected than is reflected in the year-to-year budget reduction.**

	Approved Budget	Savings Plan	Actual Expenditure
FY09	\$6,125,150	\$787,420	\$5,337,730
FY10	\$5,512,630	\$2,048,450	\$3,646,180
FY11	\$3,138,020		

MCPL describes the impact of this reduction in specific categories of materials on circle 14. The Department anticipates that for new adult and young adult fiction titles, the ratio of customers placing a hold on a book to the number of books available will increase from about 4:1 in FY09 to 10:1 in FY11. In addition to the permanent collection, materials reductions affect magazine and journal subscriptions and electronic database resources that allow patrons to access research information and job and test preparation resources.

Council staff is concerned about the cumulative effect of the recent years' reductions in materials, particularly given the comparatively low amount and percent of the materials budget in FY10 and recommended for FY11. However, given the current fiscal climate, Council staff concurs with the Executive's reduction.

IV. PROGRAM REDUCTIONS

Noyes Library for Young Children

The Executive recommends to temporarily close the Noyes Library for Young Children. The FY11 savings associated with this recommendation is \$120,110 and 1.1 workyears (2 part-time positions). The Executive's proposal is to plan new services and minor facility upgrades to the library during the closure, with the intent of revitalizing and modernizing the services and resources the Noyes Library has to offer.

MCPL prepared a one page information sheet about Noyes and the FY11 proposal (circle 15) and provided additional detail on the intended planning work (circle 10). Council staff highlights the following about this recommendation:

- The Executive's recommendation retains one full time librarian from Noyes to work on the re-opening plan in the interim. This position will also work on children's programming in the system.
- MCPL has funds available from the Friends of the Library specifically for Noyes, which the Department can use toward facility and service upgrades.
- While the temporary closure achieves much needed savings at this point, the Department has been thinking internally about how to restructure the Noyes program independent of fiscal constraints.

The Council has received a great deal of correspondence and has heard public testimony requesting that Noyes remain open. While Council staff appreciates the community's support of this library, it appears that the temporary closure can both contribute system savings and can provide an opportunity to achieve program goals in the long term. **Council staff supports the Executive's recommended savings for the Noyes Library for Young Children and suggests that the Committee receive periodic updates as the planning develops and additional details for the project and the eventual re-opening are available.**

Mobile Services

The Executive recommends a reduction of \$224,710 and 1.5 workyears associated with Mobile Services. MCPL reports that this reduction is a complete elimination of mobile outreach services for FY11, and states that the Department will evaluate how to implement outreach and non branch based services in the future (circle 11). **Council staff concurs with this recommendation.**

Disability Resource Center

The Executive recommends a reduction of \$90,000 and 1 workyear associated with the Disability Resource Center in the Rockville Memorial Library. A related reduction is the discontinuation of MCPL services for the State’s Talking Book Depository, a reduction of \$115,000 and 1.5 workyears. MCPL details these reductions on circles 11 and 16.

The Disability Resource Center (DRC) was integrated into the Rockville Library in 2007, following the restructuring of the former “Special Needs Library” from the Davis Library. At that time, some dedicated staff managed the resources and provided related programming and the system trained the entire library staff to provide access to disability resources at all branches. The proposed FY11 reduction eliminates one of the two Librarian II positions currently dedicated to the DRC, leaving one to continue. MCPL states that the remaining Librarian will continue to manage the disability related resources and provide enhanced programming. MCPL also points out that no other enhanced collection has dedicated staffing at this point.

The Talking Books Depository function had been budgeted within the former “Special Needs Library” complement, and this recommendation eliminates those funds and workyears. MCPL states that the function was duplicative of the State function, and had become less utilized in recent years. MCPL is working with the State to transition the local services fully.

Council staff concurs with the Executive’s recommendation. However, the Committee may want to discuss the overall structure and strategy related to disability resources in the library system. For example, MCPL has stated that the new Silver Spring Library would also house a Disability Resource Center, in the model of the Rockville DRC. If the staffing and use patterns are continuing to change, what kinds of dedicated staff and resources are necessary going forward in the system as a whole? **The Committee may want to ask MCPL for initial comment on the impact in the coming year, and return to this issue outside of budget for fuller discussion on the long term service and access goals related to disability resources.**

Gaithersburg and Olney library construction

The Executive recommends FY11 reductions associated with the temporary closing due to construction of Gaithersburg Library for the full fiscal year and Olney Library for part of the fiscal year. **The FY11 savings for both libraries total \$1,765,360 and a reduction of 28.5 workyears. As explained on circle 12, the recommendation to eliminate most library staff positions during closing is unusual, and is due here only to the fiscal environment and the need for savings.** During construction, library branch staff is typically distributed to other branches to assist with the resulting customer increases.

While this recommendation may be unavoidable given the lack of available resources, it is clearly a difficult impact on employees and also raises an issue of the future fiscal impact of rehiring staff when the libraries reopen. The Executive's budget shows the fiscal impact for Gaithersburg beginning in FY12, with full restoration in FY13; Olney's reopening impact begins in FY13.

Council staff notes that additional future fiscal impact will stem from re-opening the Noyes library at some point, and restoring funds associated with the FY11 furloughs.

Literacy Council

The Executive recommends a reduction to the County's support of the Literacy Council by 20%, a total reduction of \$29,610. The Literacy Council provided discussion of the impact of this reduction and options they will consider to address it (circle 17). The Literacy Council requests no further reduction, but understands the current fiscal conditions and will work within their recommended allocation. The Literacy Council reports an ongoing waiting list for services, and will have to reduce some services to meet the target reduction. **Council staff concurs with this recommendation.**

FY11 REVENUES

The Executive's FY11 recommendation includes two increases in revenues.

1. Holds not picked up: The Executive proposes to charge patrons \$1 when a hold is placed and not picked up. The charge will be applied when the hold item is placed back in circulation. The budget includes a revenue projection of \$10,000 associated with this charge.

2. Library Meeting Room Reimbursement: The Department has worked with the Community Use of Public Facilities (CUPF) to allow for-profit organizations to rent library meeting rooms. As CUPF fee policy allows for higher rental rates for such organizations, this has the potential to increase the revenue portion of the rates that comes to the library system. However, this policy became effective on March 1 of this year. Given the lack of experience with this practice, the budget does not project increased revenue for the upcoming fiscal year at this time. MCPL will monitor use and revenue to determine the relative increase.

MCPL staff reports that an internal review of charges did not yield additional possibilities for revenue increases. Many library fines such as late book fees are already at the top of the regional scale. A list of current library fees and fines is attached on circle 18. Additionally, any fee increase is required by the State to be reviewed and approved by the Library Board. The Library Board did approve the hold charge identified for FY11.

Public Libraries

MISSION STATEMENT

Public Libraries offer free and equal access to services and resources to assist the people of Montgomery County in finding ideas and information to sustain and enrich their lives. Montgomery County Public Libraries (MCPL) believes in the right of all individuals to learn and to grow. The department values intellectual freedom, quality service, diversity, fairness, professional ethics, and respect for our customers, our community, and ourselves.

BUDGET OVERVIEW

The total recommended FY11 Operating Budget for the Department of Public Libraries is \$29,264,680, a decrease of \$8,464,840 or 22.4 percent from the FY10 Approved Budget of \$37,729,520. Personnel Costs comprise 84.0 percent of the budget for 174 full-time positions and 176 part-time positions for 299.3 workyears. Operating Expenses account for the remaining 16.0 percent of the FY11 budget.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Children Prepared to Live and Learn**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **Vital Living for All of Our Residents**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY10 estimates incorporate the effect of the FY10 savings plan. The FY11 and FY12 targets assume the recommended FY11 budget and FY12 funding for comparable service levels.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Conducted County Executive's Summit on the Future of Library Services. Over 200 in attendance. Work of the summit will inform strategic services, facilities, and technology plans that are to be completed in FY11.**
- ❖ **Increased circulation and visits in FY09 over FY08. FY10 statistics currently show an even higher increase.**
- ❖ **Established a Virtual Services Branch to focus department efforts in offering electronic resources, on-line help, and presenting library services via our Internet Page.**
- ❖ **MCPL is a leader in the use of social networking technologies to provide service, communicate with customers, and facilitate staff work (Wikis, Blogs, Twitter, Facebook, MySpace, Instant Messaging, Chat, etc.).**
- ❖ **Implemented free Video Relay Service, communication for those using sign language, with Rockville and Germantown Libraries as the first operational County sites.**
- ❖ **Productivity Improvements**
 - **Set a goal, and currently successful in implementing, of holding at least 25% of work group meetings virtually. Held a department-wide staff development day using and featuring virtual meeting technology.**
 - **Reducing paper usage and postage costs by switching notifications about customers holds to post-card format, and instituting a campaign to encourage customers to switch to email notification.**

PROGRAM CONTACTS

Contact Eric Carzon of the Department of Public Libraries at 240.777.0048 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Collection and Technology Management

The Division of Collection and Technology Management provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources and on-line content delivered through the library's website. The division contains the department's Virtual Services Branch, provides technology staff support to the branches, and manages the department's information technology assets, including the circulation control system, Public Access Catalog, and public access to the Internet via over 470 public computers and "Wi-Fi Hotspots" located at each branch. The Virtual Services Branch provides several ways for customers to discover library resources and services, get questions answered, and view on-line library materials 24 hours per day, seven days per week.

The division is responsible for planning the inclusion of new formats, and the evaluation of collections in relation to community information needs is also a primary function. Collections are purchased for English learners, as well as collections in Spanish, Chinese, Vietnamese, French, Korean, and Russian. The Interlibrary Loan service provides opportunities for Montgomery County cardholders to use materials from public library systems throughout Maryland, from out-of-state public libraries, and from academic and special libraries throughout the world. The materials delivery service delivers new materials, customer requested items, and returned materials among MCPL branches and between several jurisdictions in the region.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Circulation of library materials per capita ¹	11.7	12.36	12.62	11.96	12.06
Library visits per capita ²	9.6	10.08	9.68	8.34	8.24
Number of visits to the library's website ³	3,135,370	3,207,000	3,207,000	3,207,000	3,207,000

¹ FY10 circulation projected to increase 3%, circulation as of October 2009 is up 8% over FY08, however, some reduction is estimated by year's end due to closure of Gaithersburg branch in FY10 for renovation. FY11 and FY12 circulation is projected to decrease by 500,000 each year due to Gaithersburg and Olney branch renovations.

² FY10 reflects closure of Gaithersburg branch in Spring 2010 for renovation (reduced 300,000 visits). FY11 and FY12 reflect closure of Gaithersburg and Olney branches, reducing visits by 1.5 million per fiscal year.

³ FY08 and beyond based on new Web Trends report data from the Department of Technology Services. Actual data for five months in FY08 was averaged over 12 months to calculate actual use. FY09 Data was for the entire year.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	8,943,070	35.3
Decrease Cost: Materials Payments & Reception Duties	-77,000	-1.0
Reduce: Collection development	-246,650	-2.0
Reduce: Materials processing	-325,640	-3.0
Reduce: Materials (to a total of 43% of the FY10 Original)	-2,374,610	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-5,380	-2.1
FY11 CE Recommended	5,913,790	27.2

Library Services to the Public

Library services to the public are provided at 20 full-service library branches, plus the Montgomery County Correctional Facility Library and electronically through the library's website. Services available include information service (available in person, via the Internet, and via telephone); Public Access Catalog for access to the collection and online databases (also available 24 hours per day via the Internet); automated phone and website renewal (24 hours per day, 7 days a week); regularly scheduled programs emphasize early literacy and reading readiness for young children. Programs for teens and for adults provide introductions to the library's resources and services, to books and reading, and to presentations of interest to the community. Reading programs for all ages, early childhood through adult, emphasize the pleasure and value of reading during the summer months and year round.

Materials and special services are provided to customers who are less able to use mainstream services and/or materials on a continuing basis, or who have targeted information needs. Specialized services are provided through:

- Children's Resource Collection - A special collection for day care providers is available at the Rockville Library.
- Multicultural Services - Provides an outreach service which encourages the use of the library for English language experience and for information. Collections in Spanish, Chinese, Vietnamese, French, and Korean are provided in selected branches. Language learning labs with specialized software are provided at certain branches and library staff facilitate and provide facilities for volunteer conversation clubs, which assist residents in practicing their English skills. Library staff throughout the

system are also formally certified to provide services in several languages, to better assist residents with limited English proficiency.

- Montgomery County Correctional Facility Library - Provides law materials for inmates, as well as recreational and informational reading materials.
- Literacy Council of Montgomery County - Provides tutorial services for adult beginning readers, which is complemented by adult beginning-to-read materials in many libraries.
- Mobile Services - Provides access to library services by van at selected sites on a weekly or bi-weekly basis, focusing on children in subsidized day care, low-income neighborhoods, and at Housing Opportunity Commission (HOC) sites.
- Disability Resources Center (formerly known as the Special Needs Library) - Serves the information and reading needs of people with disabilities, their family members, caretakers, students, and service providers. This library service is located at the Rockville Library. Services provided include:
 - the Library of Congress Talking Book Program for People with Visual, Physical, and Learning Disabilities
 - large print books
 - disability resources collection
 - book delivery services to nursing homes and to individuals who are homebound
 - computer lab with assistive technology, including Kurzweil readers for people with disabilities
 - library services for the Deaf and Hard of Hearing communities.
- Business/Government Specialties - Located at the Rockville Library, this allows residents, local business persons, and government officials to find information produced by and about government, and information important to business.
- Health Information Center - Located at the Wheaton Library, this Center provides patrons with consumer-oriented health care information, so they can be better informed and more actively participate in their personal health care.
- Noyes Library for Young Children - Located in the oldest public library building in the Washington area, this library serves as a systemwide resource and model library for early learning and early literacy. It is devoted to service to children.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Internet/computer session utilization ¹	995,960	1,075,170	1,048,170	1,010,660	1,010,660
Number of items checked out (circulation) ²	11,451,481	11,836,563	12,191,660	11,691,660	11,925,493
Number of library visits ³	9,361,410	9,652,196	9,352,196	8,152,196	8,152,196
Percentage of Library customers satisfied based on the Library customer survey results ⁴	96%	NA	TBD	TBD	TBD
Impact of Library services on community ⁵	NA	NA	NA	NA	NA

¹ FY10 projected to be lower by 27,000 sessions (~60% of 3 months average use at Gaithersburg branch). FY11, FY12 projected at 6% less than FY09, based upon closure of Gaithersburg and Olney branches.

² FY10 circulation projected to increase 3%, circulation as of October 2009 is up 8% over FY08, however, some reduction is estimated by year's end due to closure of Gaithersburg branch in FY10 for renovation. FY11 and FY12 circulation is projected to decrease by 500,000 each year due to Gaithersburg and Olney branch renovations.

³ FY10 reflects closure of Gaithersburg branch on April 1 for renovation (reduced 300,000 visits). FY11 and FY12 reflect closure of Gaithersburg and Olney branches, reducing visits by 1.5 million per fiscal year.

⁴ A comprehensive survey was conducted in April 2008. No comprehensive survey is planned for FY09. The next survey is planned for April 2010.

⁵ Under construction.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	25,179,910	332.8
Reduce: Pages: Gaithersburg/Olney	-50,400	-2.8
Reduce: Re-purpose and Replan Noyes Library for Young Children	-65,110	-1.1
Reduce: Sundays - Gaithersburg/Olney due to closure for renovation	-68,620	-1.1
Reduce: Library staffing and hours on Sundays: Increase from 33 to 45 Sundays, reduce hours from 12-5 to 1-5, a 0.1% reduction in Public Service hours	-72,740	-1.0
Reduce: Eliminate Second Librarian II for Disability Resource Center at Rockville Branch	-90,000	-1.0
Decrease Cost: Special Needs Grant - will not be awarded in FY11	-100,890	-1.0
Shift: Discontinue MCPL as a Sub-Regional of State of Maryland Talking Books Depository (State of Maryland currently serves Montgomery County customers).	-115,000	-1.5
Reduce: Abolish Librarian II for Government Reference - Rockville	-142,000	-1.0
Reduce: Olney Library Renovation - Eliminate management staff positions not needed for Impact Staffing (As of 1/1/11)	-180,000	-2.0
Reduce: Mobile Services Outreach to Low-Income Communities (Staff and Vehicle) - With Goal to Review Mobile Services for Future	-224,710	-1.5
Reduce: Decrease Library Substitute Staffing by 50% (reduces information and circulation services to the public)	-264,700	-5.0
Reduce: Gaithersburg Renovation - Reduce staff to that needed to support an Interim Facility	-1,466,340	-22.6
Reduce: Library Service Hours - Standardize: Create 3 levels of service hours, standardize opening/closing times at full-service branches, an 8.7% reduction in Public Service Hours	-1,978,760	-26.3
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-133,670	-6.8
FY11 CE Recommended	20,226,970	258.1

Administration, Outreach, and Support Services

The Office of the Director oversees strategic planning and evaluation of services, policy development and direction, human resources and personnel, and financial management. The Office of the Director manages relations with the community, Library Board, local library advisory committees, Friends of the Library, and coordination with County government, as well as marketing the department's services. The Business Office manages administrative support functions, including contracts, budget, fiscal administration, revenue payroll, and supply purchasing.

Public Services Administration oversees the day-to-day operations of the library system. The division is responsible for branch policy and procedure; customer service and program delivery for children, young adults and adults (including Early Childhood Literacy and Summer Reading); training; evaluation; community outreach; and volunteer services. The division develops the Department's Facilities Strategic Plan and manages facilities issues in coordination with the Department of General Services. Facilities issues include maintenance, as well as development and execution of the department's part of the County Capital Improvements Program. Public Services Administration and the Division of Collection Management partner to provide technical support to the branches and to manage the department's information technology assets, including the circulation control system, Public Access Catalog, and Internet access. Planning for future information technology and the introduction of new services is an ongoing responsibility of those divisions.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Cost per circulation ¹	3.43	3.24	2.86	2.50	2.55

¹ FY10 figures reflect 7.1% savings plan reduction. FY12 projection is equal to FY11 plus restoration of furlough reduction (\$773,990) and assumption of mid-FY12 reopening for Gaithersburg branch (\$416,000).

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	3,606,540	18.8
Decrease Cost: Staff Development - will not be awarded in FY11	-1,590	0.0
Decrease Cost: Replacement/Repair of Broken Furniture and Other Facility Issues	-10,000	0.0
Decrease Cost: Annualize the elimination of Administrative Support to the public services division	-18,860	-0.5
Reduce: Decrease effort on publications, program advertisements, and printing (full-time to half-time)	-26,910	-0.5
Decrease Cost: Administrative Support	-29,090	-0.5
Reduce: Support for Literacy Council by 20%	-29,610	0.0
Reduce: Planning and Evaluation Coordinator	-39,820	-0.5
Reduce: Marketing, Press Relations, Program Support (reduce full-time support to part-time)	-62,940	-0.5
Reduce: Library Operations support from Central Administration - Sr. Librarian for branch operations and circulation support	-80,000	-1.0
Decrease Cost: Paper/printing/mail reduction	-89,000	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-94,800	-1.3
FY11 CE Recommended	3,123,920	14.0

BUDGET SUMMARY

	Actual FY09	Budget FY10	Estimated FY10	Recommended FY11	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	22,544,807	21,857,020	21,673,100	17,220,990	-21.2%
Employee Benefits	8,009,382	8,342,510	8,102,770	7,316,260	-12.3%
County General Fund Personnel Costs	30,554,189	30,199,530	29,775,870	24,537,250	-18.7%
Operating Expenses	7,198,444	7,369,870	5,118,990	4,675,140	-36.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	37,752,633	37,569,400	34,894,860	29,212,390	-22.2%
PERSONNEL					
Full-Time	243	230	230	174	-24.3%
Part-Time	237	197	197	176	-10.7%
Workyears	424.4	384.9	384.9	298.3	-22.5%
REVENUES					
Library Holds Not Picked Up	0	0	0	10,000	—
Library Collection Agency	0	300,000	300,000	300,000	—
Library Lost Book Fines	63,642	78,000	78,000	78,000	—
Library Meeting Room Reimbursement from CUPF	12,965	12,000	12,000	12,000	—
Public Libraries: Retirement	2,349,021	2,813,430	2,813,430	2,813,430	—
Library Fines	1,278,217	1,070,000	1,070,000	1,070,000	—
Library Reader Printer Fees	740	600	600	600	—
Public Libraries: Operations	2,174,972	2,606,280	2,606,280	2,606,280	—
Library Other Fees	2,894	0	0	0	—
Sale of Merchandise	0	6,000	6,000	6,000	—
Library Book Sales	43,241	40,000	40,000	40,000	—
Session Mgmt: Libraries	122,424	120,000	120,000	120,000	—
Coin Copier: Libraries	52,627	80,000	80,000	80,000	—
Federal Telcom Act of 1996	0	20,000	20,000	20,000	—
County General Fund Revenues	6,100,743	7,146,310	7,146,310	7,156,310	0.1%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	105,378	110,910	105,100	37,430	-66.3%
Employee Benefits	34,169	30,270	30,270	2,860	-90.6%
Grant Fund MCG Personnel Costs	139,547	141,180	135,370	40,290	-71.5%
Operating Expenses	37,927	18,940	22,840	12,000	-36.6%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	177,474	160,120	158,210	52,290	-67.3%
PERSONNEL					
Full-Time	1	1	1	0	—
Part-Time	0	0	0	0	—
Workyears	2.0	2.0	2.0	1.0	-50.0%
REVENUES					
Area Access: Patron Access	58,100	58,100	52,290	52,290	-10.0%
Staff Development	11,477	0	0	0	—
Parent-Child Mother Goose Program	12,790	0	0	0	—
Public Services Special Needs DLDS	89,257	0	0	0	—
Library Public Services Special Needs DLDS	0	102,020	102,020	0	—
Gates Foundation Opportunity Grant	5,850	0	3,900	0	—
Grant Fund MCG Revenues	177,474	160,120	158,210	52,290	-67.3%
DEPARTMENT TOTALS					
Total Expenditures	37,930,107	37,729,520	35,053,070	29,264,680	-22.4%
Total Full-Time Positions	244	231	231	174	-24.7%
Total Part-Time Positions	237	197	197	176	-10.7%
Total Workyears	426.4	386.9	386.9	299.3	-22.6%
Total Revenues	6,278,217	7,306,430	7,304,520	7,208,600	-1.3%

FY11 RECOMMENDED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY10 ORIGINAL APPROPRIATION	37,569,400	384.9
Changes (with service impacts)		
Reduce: Decrease effort on publications, program advertisements, and printing (full-time to half-time) [Administration, Outreach, and Support Services]	-26,910	-0.5
Reduce: Support for Literacy Council by 20% [Administration, Outreach, and Support Services]	-29,610	0.0
Reduce: Planning and Evaluation Coordinator [Administration, Outreach, and Support Services]	-39,820	-0.5
Reduce: Pages: Gaithersburg/Olney [Library Services to the Public]	-50,400	-2.8
Reduce: Marketing, Press Relations, Program Support (reduce full-time support to part-time) [Administration, Outreach, and Support Services]	-62,940	-0.5
Reduce: Re-purpose and Replan Noyes Library for Young Children [Library Services to the Public]	-65,110	-1.1
Reduce: Sundays - Gaithersburg/Olney due to closure for renovation [Library Services to the Public]	-68,620	-1.1
Reduce: Library staffing and hours on Sundays: Increase from 33 to 45 Sundays, reduce hours from 12-5 to 1-5, a 0.1% reduction in Public Service hours [Library Services to the Public]	-72,740	-1.0
Reduce: Library Operations support from Central Administration - Sr. Librarian for branch operations and circulation support [Administration, Outreach, and Support Services]	-80,000	-1.0
Reduce: Eliminate Second Librarian II for Disability Resource Center at Rockville Branch [Library Services to the Public]	-90,000	-1.0
Reduce: Abolish Librarian II for Government Reference - Rockville [Library Services to the Public]	-142,000	-1.0
Reduce: Olney Library Renovation - Eliminate management staff positions not needed for Impact Staffing (As of 1/1/11) [Library Services to the Public]	-180,000	-2.0
Reduce: Mobile Services Outreach to Low-Income Communities (Staff and Vehicle) - With Goal to Review Mobile Services for Future [Library Services to the Public]	-224,710	-1.5
Reduce: Collection development [Collection and Technology Management]	-246,650	-2.0
Reduce: Decrease Library Substitute Staffing by 50% (reduces information and circulation services to the public) [Library Services to the Public]	-264,700	-5.0
Reduce: Materials processing [Collection and Technology Management]	-325,640	-3.0
Reduce: Gaithersburg Renovation - Reduce staff to that needed to support an Interim Facility [Library Services to the Public]	-1,466,340	-22.6
Reduce: Library Service Hours - Standardize: Create 3 levels of service hours, standardize opening/closing times at full-service branches, an 8.7% reduction in Public Service Hours [Library Services to the Public]	-1,978,760	-26.3
Reduce: Materials (to a total of 43% of the FY10 Original) [Collection and Technology Management]	-2,374,610	0.0
Other Adjustments (with no service impacts)		
Increase Cost: Retirement Adjustment	319,250	0.0
Increase Cost: Group Insurance Adjustment	185,030	0.0
Increase Cost: Annualization of FY10 Personnel Costs	40,350	0.0
Decrease Cost: Replacement/Repair of Broken Furniture and Other Facility Issues [Administration, Outreach, and Support Services]	-10,000	0.0
Decrease Cost: Annualize the elimination of Administrative Support to the public services division [Administration, Outreach, and Support Services]	-18,860	-0.5
Decrease Cost: Motor Pool Rate Adjustment (Load in subobj 3300)	-28,130	0.0
Decrease Cost: Administrative Support [Administration, Outreach, and Support Services]	-29,090	-0.5
Decrease Cost: Materials Payments & Reception Duties [Collection and Technology Management]	-77,000	-1.0
Decrease Cost: Paper/printing/mail reduction [Administration, Outreach, and Support Services]	-89,000	0.0
Shift: Discontinue MCPL as a Sub-Regional of State of Maryland Talking Books Depository (State of Maryland currently serves Montgomery County customers). [Library Services to the Public]	-115,000	-1.5
Decrease Cost: Furlough Days	-745,000	-10.2
FY11 RECOMMENDED:	29,212,390	298.3
GRANT FUND MCG		
FY10 ORIGINAL APPROPRIATION	160,120	2.0
Other Adjustments (with no service impacts)		
Decrease Cost: Staff Development - will not be awarded in FY11 [Administration, Outreach, and Support Services]	-1,590	0.0
Decrease Cost: Motor Pool Rate Adjustment (Load in subobj 3300)	-5,350	0.0
Decrease Cost: Special Needs Grant - will not be awarded in FY11 [Library Services to the Public]	-100,890	-1.0
FY11 RECOMMENDED:	52,290	1.0

PROGRAM SUMMARY

Program Name	FY10 Approved		FY11 Recommended	
	Expenditures	WYs	Expenditures	WYs
Collection and Technology Management	8,943,070	35.3	5,913,790	27.2
Library Services to the Public	25,179,910	332.8	20,226,970	258.1
Administration, Outreach, and Support Services	3,606,540	18.8	3,123,920	14.0
Total	37,729,520	386.9	29,264,680	299.3

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY10		FY11	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
Correction and Rehabilitation	County General Fund	137,690	1.7	128,340	1.7

FUTURE FISCAL IMPACTS

Title	CE REC.					
	FY11	FY12	FY13	(\$000's)		
	FY14	FY15	FY16			
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY11 Recommended	29,212	29,212	29,212	29,212	29,212	29,212
No inflation or compensation change is included in outyear projections.						
Motor Pool Rate Adjustment	0	28	28	28	28	28
Restore full staff to Gaithersburg Library after renovation	0	416	1,050	1,050	1,050	1,050
The Gaithersburg Library will be closed until winter of 2012. Some staff will be retained for the interim facility.						
Restore Management staff for Olney Library when renovation is completed	0	-90	180	180	180	180
Olney Library will be closed until the summer of 2012. While closed, non-management staff will be dispersed to surrounding branches to provide for the increased traffic there. Management staff will be needed to prepare for the reopening.						
Restore Personnel Costs	0	745	745	745	745	745
This represents restoration of funding to remove FY11 furloughs.						
Restore Sunday service to Gaithersburg and Olney after renovations	0	17	69	69	69	69
The Gaithersburg Library will be closed until the spring of 2012. Olney Library will be closed until the summer of 2012. When they reopen, additional staff will be necessary for Sunday service.						
Subtotal Expenditures	29,212	30,329	31,285	31,285	31,285	31,285

Montgomery County, Maryland Public Libraries



BRANCHES

- | | | | |
|-----------------------|--------------------------|---|----------------------------|
| 1. Aspen Hill | 7. Marilyn J. Praisner * | 13. Noyes Library for
Young Children * | 18. Rockville Memorial * |
| 2. Bethesda * | 8. Gaithersburg * * | | 19. Silver Spring * |
| 3. Chevy Chase | 9. Germantown * | 14. Olney | 20. Twinbrook |
| 4. Corrections Center | 10. Kensington Park | 15. Poolesville | 21. Wheaton * |
| 5. Damascus | 11. Little Falls | 16. Potomac | 22. White Oak |
| 6. Davis | 12. Long Branch | 17. Quince Orchard | * Clarksburg
(proposed) |

* These seven libraries are proposed to be open on Sunday year round (excluding select Holiday weekends).

* Gaithersburg branch services will be provided from an interim facility and Noyes branch will not be open while the system re-plans and repurposes services at the branch.

Council staff questions, FY11 Library Operating Budget

2. Hours

- Please provide an explanation of the hours restructuring, including a list of positions to be abolished as a result. Is the new schedule slated to be effective on July 1?

Public Service Hours

Hours will be provided in 3 levels (a listing is attached):

- 56 Hours per week (6 branches)
- 50 Hours per week (4 branches)
- 46 Hours per week (9 branches)
- Poolesville branch will serve 42 hours per week.

The complements of the branches are reduced to reflect the decrease in service hours. In addition to the hours above, seven of the branches will open on Sundays from 1pm – 5pm, beginning in mid-July.

Some of the advantages of the hours restructuring include:

- Seven branches (the current branches except Olney) will provide service on Sundays from 1pm to 5pm, year round. Overall this a reduction of the number of hours (currently 12-5), but will provide a long-awaited access to library services on Sundays the whole year round (7 major holiday weekends excepted).
- Under the new hours structure, all branches will be open at either 10am or 1pm, and all branches will close at either 8pm, 6pm, or 5pm (Sundays), to facilitate better marketing, understanding of our services, convenience, and staff scheduling.
- All branches, except Poolesville, will be open until 6pm on Friday and Saturday evenings, to increase access to library services based on customer requests.
- In recognition of a long-standing hole in UpCounty hours, and to accommodate the closure of Gaithersburg, Quince Orchard and Germantown branches will offer service on Wednesday mornings.
- The nine branches open 46 hours per week are the branches with the most change in service hours, they are divided into two sets of hours, so that evenings and mornings Monday – Thursday are staggered between the nine branches, in a complementary way in terms of their placement throughout the County. This was the suggestion of many staff and customer advocates during feedback session held in the past two years.
- This restructuring is complemented by a restructuring of Ask-a-Librarian and Virtual Services.

In some ways, this approach reintroduces some elements of the MCPL of the 1980s, when we had “Regional” libraries.

In the long-term, when Gaithersburg, Olney, and Noyes re-open, the permanent service hours reduction will be approximately 8 – 9% per year.

**LIBRARY SERVICE HOURS
POSITIONS TO BE ABOLISHED**

POSITION	FT	PT	WYS
Librarian I	-4		-4
Librarian II	-4	-1	-4.5
Library Aide		-3	-1.5
Library Assistant I	-3	-2	-4.3
Library Assistant II	-7		-7
Library Associate II	-3		-3
TOTAL	-21	-6	-24.30

*Pertains only to Library Service Hours and does not include Gaithersburg, Olney and Noyes Closures, nor Mobile Services

3. Program changes

- **Noyes:** You have sent me the white paper, Storyville model information, and Collection Management response information related to Noyes. I do not have additional specific questions at this time, but please forward any other relevant information you would like me to have for the packet.

The intent of the budget proposal is that this library for children will not be closed permanently, but will close for a period of about two years, to allow Montgomery County Public Libraries (MCPL) to redesign its purpose, interior and collection so that when it reopens, it will be a unique library for immersing children in emergent literacy behaviors. We want to educate families with young children about the best ways to encourage reading in their preschool children - a challenge in this age of technology. The attached internal white papers demonstrate that we have been thinking about ways to modify the program at Noyes for some time now.

MCPL has trained its children's librarians for years in the best research-based techniques for growing young readers. Our librarians model these behaviors in each storytime MCPL provides. But if we reinvent Noyes Library to become the physical model that teaches early literacy by utilizing books, activities, and imaginative play in a vibrant environment guided by children's librarians, we will be able to provide this valuable resource during all open hours. Noyes Library can become the early literacy destination for young families throughout Montgomery County.

Specifically, we need the opportunity to re-plan the services and building. Currently, there are safety issues for staff and the building is also not very accessible to users or staff with disabilities, and its limitations prevent us from doing anything in the building that is substantively different than the children's collection or programming that is going on at nearby library branches.

We have some funds made available in a bequest to the Friends of the Library Montgomery County, specifically for this library, that provide us a starting point to re-plan the services and the building into something that is special, unique, safe for staff to operate, and cost-effective. We anticipate making some significant changes to the building, and totally rethinking the kind of services provided to young children at the library.

4. Mobile Services: Is this a complete reduction of Mobile Services? Will MCPL continue any type of mobile service in FY11? The budget document indicates that there will be a review of services for the future. Please discuss this process and what options may be under consideration at this time.

Yes, a complete reduction. We will not conduct any mobile service in FY11. A review of both Mobile Services and Outreach will be conducted, as part of the process of updating library services beyond our walls, a goal of our Strategic Plan. We intend to consult with staff, other interested departments and agencies, and community members in various forums to gather input on needs, trends, and strategies. The scope of this review includes mobile services, but also other outreach methods, including books by mail, programming models, outreach visit models, vehicle-based models, and the like.

5. Program re-opening: The Future Fiscal Impact table in the budget shows reopening costs for Gaithersburg and Olney Libraries, but not for Noyes and Mobile Services. Please explain why these programs do not show in this table since they are slated to reopen.

Future Fiscal impacts speak to known ("known" here refers to the dollar amount) commitments. These programs are being suspended specifically to evaluate them within the context of recent changes and the Strategic planning efforts in the department. The results of those efforts will result in changes to these services, and the costs of the re-designed services cannot be known at this time.

6. Disability Resource Center: Is this a complete reduction of the dedicated services and staff at Rockville? (The personnel complement does not show any FY11 positions in the Special Needs Library section.) Please detail the remaining staff and resources, if any, and discuss how the resource center service model will be continued or restructured.

The "Special Needs Library" was entirely folded into the Rockville Memorial Library in 2007, so that is why no staff shows in that section of the personnel report you were looking at. The Rockville Memorial Library will have a full-time Librarian II dedicated to the programmatic, training, and collection aspects of the Disability Resource Center. A Librarian II is being abolished. The system also successfully executed disability resources training in 2007 on a department-wide scale, and we will continue to reinforce the provision of services for the disabled at all branches. The Disability Resource Center will be the only enhanced collection left in the library system with dedicated staffing. Other enhanced collections that formerly had dedicated staffing associated with them have been consolidated into enhanced collections supported by general staffing, for both programmatic and budgetary reasons. These enhanced collections include: business resources center, children's resource center, health information center, and the government documents collection. In all cases, we will use our web site to highlight the physical and virtual materials resources in all these areas; and staff will be trained to help customers find the resources.

8. Special Needs Grant: What was the source of this grant, and why will it not be awarded? Why is there no service impact to this reduction?

The State of Maryland administers federal funding for this grant in this topic area (programming for youth with special needs). Our last conversation with the State is that they intended to award the grant to another jurisdiction in the State, and it is likely that the statewide programming for youth with special needs will continue, including for some events in Montgomery County. We anticipate little change in the program either statewide or in the County.

The primary impact will be that another library system will administer the grant and perform the human resources functions that Montgomery County was doing for the State in prior years. The State wanted to be able to have substantial selection input for the incumbent for this position, and under County RIF rules, they would not be able to do so; so the State elected not to re-award the grant to Montgomery County this year.

9. Staffing – What is the remaining budget for substitutes, and how many hours does it support?

The FY11 Substitute budget is \$300,000 and it should support approximately 14,000 substitute hours. The substitute allocation has not been determined as yet, and the final hours may change depending on the distribution mix.

10. What is the FY11 lapse assumption?

The FY11 lapse assumption for the department is \$1.1 million.

11. How many vacancies does the department currently have? Are any positions vacant that are not slated for abolishment?

The department currently has 27 vacant positions: 16 of which will be abolished per the budget, five that just recently became vacant and not slated for abolishment, and in classes where there will be a RIF, so they will be filled by RIFees, and six positions abolished mid year FY10.

12. How were the cost and workyears associated with the furlough days calculated?

The furlough savings were calculated as 10/260 (3.85%) of salaries and Social Security; with the same adjustment made to workyears. Furloughs are not being applied to the substitutes and pages (or recreation's seasonals), which is why Libraries' proportion may seem different compared to other non Public Safety departments.

13. The Gaithersburg Library staffing is being reduced to the level of the interim facility. What is the usual staffing practice when a library closes for renovation? How many of the positions would normally be abolished, and how many would be assigned to other libraries in the interim? Is the Gaithersburg Library staff complement expected to increase when it reopens compared to the current level?

The usual practice would be to distribute the entire staff from a closed branch to other library branches to assist with the impact of the closed branch. If the fiscal situation had been normal, this is what MCPL would have recommended for Gaithersburg, with or without the interim facility. At this time we do not anticipate the staffing complement for Gaithersburg to increase beyond its FY10 level when it re-opens in FY13.

Branch	EXISTING PUBLIC SERVICE HOURS (PSH) FY10								COUNTY EXECUTIVE RECOMMENDED PUBLIC SERVICE HOURS FY11								Chg.
	MON	TUES	WED	THUR	FRI	SAT	SUN	PSH/week	MON	TUES	WED	THUR	FRI	SAT	SUN	PSH/week	
Bethesda	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	9 am - 6 pm	12 pm - 5 pm	64	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-4
Gaithersburg (Interim)	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	64	TBD	TBD	TBD	TBD	TBD	TBD	1 pm - 5 pm	48	-16
Germantown	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 6 pm	9 am - 5 pm	12 pm - 5 pm	61	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-1
Quince Orchard	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 6 pm	10 am - 5 pm		55	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		56	1
Rockville	9:30 am - 8:30	9:30 am - 8:30	9:30 am - 8:30	9:30 am - 8:30	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	64	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-4
Wheaton	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	64	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-4
Davis	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 6 pm		55	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		50	-5
Marilyn Praetner	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	12 pm - 5 pm	60	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	54	-6
Olney*	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	60	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		50	-10
Potomac	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 6 pm		54	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		50	-4
Aspen Hill	10 am - 8:30 p	10 am - 8:30 p	9 am - 8:30 p	9 am - 6 pm	9 am - 5 pm	10 am - 6 pm		55.5	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		46	-9.5
Chevy Chase	9 am - 8:30 p	10 am - 8:30 p	10 am - 8:30 p	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm		54.5	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		46	-8.5
Damascus	9:30 am - 8:30	9:30 am - 8:30	1 pm - 8:30 p	9:30 am - 8:30	9:30 am - 5 pm	10 am - 6 pm		55	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		46	-9
Sliver Spring	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	12 pm - 5 pm	60	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	50	-10
White Oak	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 6 pm		55	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		46	-9
Kensington Park	10 am - 8 pm	10 am - 9 pm	10 am - 8 pm	10 am - 8 pm	10 am - 5 pm	9 am - 5 pm		54	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 6 pm		46	-8
Little Falls	10 am - 8:30 p	10 am - 8:30 p	10 am - 8:30 p	10 am - 8 pm	10 am - 5 pm	9 am - 5 pm		55.5	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 6 pm		46	-7.5
Long Branch	10 am - 8 pm	10 am - 9 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 5 pm	10 am - 5 pm		51	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm		46	-5
Twinbrook	10 am - 8:30 p	10 am - 8:30 p	10 am - 8:30 p	10 am - 8:30 p	10 am - 5 pm	10 am - 5 pm		55	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 9 pm	10 am - 4 pm		46	-10
Poolesville	2 pm - 9 pm	2 pm - 9 pm	2 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm		46	2 pm - 9 pm	2 pm - 9 pm	2 pm - 9 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		42	-4
Noyes*		9 am - 5 pm		9 am - 5 pm		9 am - 5 pm		24								0	-24
Total PSH Per Week								1165.50								1008.00	-13.5%
* Olney to Close for renovation in Fall 2010. When the branch closes, PSH per week will be 958. Noyes not open while replanning and repurposing in FY11/FY12																	
w/o noyes: -11.5%																	
w/o g'burg & noyes: -9.7%																	
w/o g'burg & noyes & sundays = standardization -8.7%																	

Council Staff Question, Impact of Library Materials Budget Reduction

The general impact of the 43% reduction to the collection budget is that we are far less able to serve the full diversity of information needs in our community. Our customer service survey tells us that substantial numbers of our customers use library materials to help children learn to, further their careers, support academic success, to improve quality of life, and to research important life decisions.

By topic, below is a summary of the main impacts of the reduction:

- Music: Practically no music purchases (except for some juvenile titles), a reduction of 8,000 units.
- Magazine and journal articles: a reduction of approximately 1,250 subscriptions on a base of about 4,300 subscriptions.
- Printed reference book purchases: substantial reduction, including about 800 fewer copies being purchased for FY11.
- Electronic Resources: Discontinuation of some on-line data resources, these include access to research information of many kinds (biographical information, science topics, business topics, news, health, etc), job searching, test preparation, language learning. In some cases one resource will be left where there were 2 or more electronic resources before (usually when more than one resource is available, it's because the products have differing capabilities or serve different styles of learning or information presentation). There may be cases where an entire topic area becomes unavailable. The State of Maryland's reduction of almost 48% in their own electronic resources budget will also reduce the information available to our customers, as MCPL links to State resources from our web pages.
- Children's Materials: MCPL will purchase about one-third fewer picture book titles than we did in FY09. We estimate purchasing about 17,000 fewer children's fiction book copies, and 8,870 fewer non-fiction book copies.
- Replacement and re-order: Processes for FY11 will be suspended, except potentially for critical issues. (the replacement of well-used titles that have been lost, stolen, or used beyond repair; and the re-ordering of older titles that see renewed demand).
- Adult Popular Fiction: Substantial reduction in purchasing and leasing of "bestseller" titles. Of about 47,000 new adult and young adult titles published annually, MCPL will only be able to acquire about 620 of those titles. Holds ratios, the ratio of the number of customers placing a hold on a book and the number of books available to borrow, are going to increase from about 4:1 (FY09) to 10+:1 in FY11. About 15,000 fewer copies will be purchased in this category.
- Adult Non-Fiction: 20,500 fewer book copies (GED prep., test books, careers, medical information, personal finance, language learning, travel guides, computer books, etc.). World language will be reduced by about 50%.
- Media: About 12,300 fewer DVD copies will be purchased. 90 fewer audio book titles (about 3,000 fewer copies) for all ages will be purchased.

Montgomery County Public Libraries
Information Sheet Regarding the County Executive's FY11 Noyes Library
Recommendation
April 5, 2010

Noyes Library for Young Children is recommended for a temporary closure for up to two years to plan and repurpose the facility.

Current Annual Operating Costs

Staffing Costs (3 positions, 1FT, 2PT)	\$	191,290
Substitute Staff	\$	6,080
Supplies	\$	560
Library Page	\$	4,080
Delivery Service and Other Operations Costs	\$	20,677
Approximate Materials Costs	\$	17,561
Approximate Energy, Cleaning, and Maintenance Costs	\$	18,933
Grand Total Costs for Noyes	\$	259,181

Facility Issues

- Not ADA accessible
- No dedicated space for presenting children's programs
- No staff area; current area is also the pathway to the only bathroom
- Staff lunch time and meetings take place at the service desk or outside
- Limited storage space on first floor for storage of programming materials
- Other materials are stored in the attic, accessible only by use of a plywood ladder

Library Personnel

- Information services are delivered by county employees, who have earned master's degrees in Library Science and are certified and licensed by the Maryland State Department of Education.
- Circulation services are provided by a highly trained circulation specialist.

The Repurposing of Noyes Library

Vision: Currently, Noyes' collection and programming duplicate what is available at nearby branches. Repurposing gives MCPL the opportunity to distinguish Noyes from surrounding libraries and would focus attention on the importance of early literacy and school readiness. The intent is to offer a special learning experience for young children ages 0 to 6 using the models of Storyville in the Baltimore County Public Library system, the National Children's Museum, and MCPL Discovery Centers at the Gaithersburg, Germantown and Quince Orchard Libraries in order to develop a unique place for the young children of Montgomery County. The County Executive's recommendation will keep the full time Librarian on staff to work on planning the reopening of Noyes.

Features:

- Noyes will reopen as a model facility that encourages early literacy in a language-rich learning environment guided by children's librarians utilizing books, a variety of manipulative toys and hands-on themed activities.
- This setting will encourage parents and caregivers to interact with their young children in ways that promote early learning and literacy and school readiness.

Library Department Contacts: Eric Carzon, 240-777-0048; Michele Sellars, 240-777-0196

Three of the four positions listed in the Personnel Complement as “Section 71200221 - Special Needs Library” are being recommended for abolishment. Two are the Library Assistant positions who perform the special processing related to the County operating as a Sub-Regional Depository of the State Talking Books program, which MCPL is discontinuing. The third position recommended for abolishment is the second Librarian II position supporting the Disability Resource Center at Rockville Memorial branch. The fourth position will be formally reassigned to the Rockville Memorial branch. The fact that the section still exists is an artifact of a former organizational structure. Per changes discussed in prior years, staff formerly associated with the Special Needs Library were integrated into the new Rockville Memorial Library with the Disability Resource Center in 2007, and the entire system was also retrained so that all branches could provide a better level of service to persons with disabilities.

“Talking Books Program.” - Montgomery County is the only County left in the State attempting to provide services which duplicate the existing State library resources in this area. The Maryland State Library for the Blind and Physically Handicapped (LBPH) operates the state-wide Talking Books program as part of a federal program that provides the actual talking books, their associated listening devices, and the postage and packaging to mail those books to customers. The federal program is implemented at the local level via state LBPH organizations.

The State offers 212,614 talking books in its collection, while the collection Montgomery County has been managing at Rockville Memorial is only 5,173 talking books. The collection is managed by specialized software, and most customers throughout the State, including County residents, access these services via telephone. A customer can call the LBPH, ask for titles, and have those titles mailed (for free) to their home. According to Jill Lewis, Director of the Maryland Library for the Blind and Physically Handicapped, many County residents regularly use the State’s LBPH services, and many Montgomery County customers who may have been calling both the County may have switched to using the State, as wait times for telephone service from Montgomery County have become increasingly longer due to increasing service demands in all areas with lesser and lesser staffing due to budget cuts in FY09 and FY10. The primary potential reduction of services to Montgomery County residents that will occur when we terminate our Sub-regional status is that residents will not be able to go to Rockville Memorial Library and browse a physical collection of Talking Books. That particular use of the collection was already low, and in 2009 the physical collection of Talking Books at Rockville Memorial was moved from the public area of the library into the staff area to better facilitate processing the items mostly ordered via telephone.

MCPL has informed the State, and is coordinating the final details of the changeover. The County can no longer afford to duplicate these services for County residents, especially given that the State’s resources for this particular special service are exclusively focused, and greater than our own in all areas, including staffing, equipment, and collection. The continued drain on our own resources for this enhanced and duplicative service is impacting both Talking Books and other customers at Rockville Memorial Branch.

Literacy Council of Montgomery County, Maryland, Inc.

Contract Reduction Assessment

The LCMC has been notified that our contract with Montgomery County for literacy and ESL services provided to residents and workers in the County will be reduced in FY2011 by 21% or \$29,610. This contract supports the Tutoring program for adults, which is staffed by 9 part-time employees who manage approximately 850 volunteers (tutors, trainers, and tutor contacts).

Although we have not made firm decisions as to how we will adjust to the contract reduction, all of the options open to us entail some measure of reduction in services to adult learners. While direct services in the Tutoring program are delivered primarily by volunteers and will continue in that manner, driving nearly \$30,000 of cost out of a modest program budget will not be painless and is almost certainly going to require staff hours reductions. All of the Tutoring program staff are part-time workers (20 – 30 hours/week), and most earn less than \$15 per hour.

Our board has suggested that we consider charging learners for their textbooks and increasing the one-time fee charged to volunteers to take the training workshop. My staff and I will be considering these alternatives, but we know that these solutions will be onerous to our adult learners, many of whom are low-income and already struggling in this economy, and to our volunteers (many of whom are retirees) who are already donating their time every week to teach their students. Nothing is off the table at this time, however.

Demand for our services has always been high. This year has been no exception, particularly as our learners face competition from better-educated people for even low-level service jobs. Funding for adult education has not kept pace with demand, however. Faced with a budget shortfall of our own in FY2010, we undertook a series of cost reductions in September that included staff furloughs, wage freezes, layoff of one employee, and tight restrictions on employee work hours. We scaled back our popular "English for Daily Living" program for immigrant parents at local elementary schools, to save money on textbooks and program administration. We reduced the maximum size of our tutor-training workshops from 40 trainees to 30, to slow the rate of growth in the tutoring program and enable our staff to better manage their workloads in these conditions. The executive director took a 16% pay cut. Our approved FY2011 budget maintained most of these cuts and added some new ones to avoid another budget deficit, but assumed no decrease (or increase) in our county contract funding.

Likely actions that we will have to take in FY2011 to accommodate this significant funding reduction include further staff hours reductions, elimination of one or more tutor-training workshops to accommodate the loss in staff hours (as more tutors require more staff attention), additional reduction or elimination of the "English for Daily Living" program in its entirety, and increase in cost burdens on students (by requiring them to purchase their textbooks) and volunteers (by increasing their workshop training fee). With fewer tutors being trained in fewer workshops, learners will have to wait longer to be matched with a volunteer (current wait time is 3 – 6 months); our student waiting list perpetually stands at 250 – 300 adults, as people seeking help continue to come through our doors each day.

While we respectfully request that no further reductions be made to our contract funding, the LCMC understands the difficult economic conditions and will do our best to maintain our services as much as possible in FY2011.

Late Fines

Materials	Daily	Maximum
Adult Materials	.35	15.00
Adult Mass Paperbacks	.35	5.00
Children's Materials	.10	5.00
Children's Paperbacks	.10	2.50
MC Express Books	.50	15.00
MC Express Videos	1.00	15.00
7 Day Express DVDs	1.00	15.00
Adult Videos & DVDs (Non-Express)	1.00	15.00
Children's Videos & DVDs	1.00	15.00

Customers may not borrow items, renew items, or place holds when their overdues and/or fines reach \$15.00 or more.

Fees

For Lost/Damaged Items	Full replacement cost
For Interlibrary Loan Books	Any fees charged by the lending library including photocopy fees
For Nonresident Card	\$10.00 (non-refundable)
For Nonresident One Hour Per Day Internet Use Card	\$3.00 (non-refundable)
For Internet Printing	\$.15 per page