

AGENDA ITEM #4  
May 4, 2009  
**Worksession**

**M E M O R A N D U M**

April 30, 2009

TO: County Council

FROM: Essie McGuire, Council staff *EMcGuire*  
Leslie Rubin, Office of Legislative Oversight *LR*

SUBJECT: **Worksession – FY10 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
- Charles Goldsmith, Office of Management and Budget

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

**SUMMARY OF HEALTH AND HUMAN SERVICES COMMITTEE RECOMMENDATION**

**The HHS Committee did not recommend any changes to the Executive's recommended budget for the Department of Public Libraries.** The Committee held two worksessions to review the Libraries' FY10 Operating Budget. The Committee discussed several possible areas for reduction, but did not support taking any reductions unless additional savings become necessary due to fiscal constraints.

This packet is divided into two parts:

- Part I provides an overview of the Executive's recommended budget and summary of the Committee's discussion and review of FY10 expenditure issues
- Part II provides a budget analysis of library hours.

**PART I: OVERVIEW**

For FY10, the Executive recommends total expenditures of \$37,921,690 for Public Libraries, a decrease of \$2,483,440 or 6.1 percent from the FY09 approved budget of \$40.41 million. Table 1 below details the changes from FY09 approved to the FY10 recommendation.

<b>Table 1: Department of Public Libraries Operating Budget</b>			
(in \$000's)	FY09 Approved	FY10 CE Rec.	%Change FY09-FY10
<b>Expenditures:</b>			
General Fund	40,255	37,738	-6.3%
Grant Fund	150	184	23%
<b>TOTAL Expenditures</b>	<b>40,405</b>	<b>37,922</b>	<b>-6.1%</b>
<b>Positions:</b>			
Full-time	244	231	-5.3%
Part-time	237	197	-16.9%
<b>TOTAL Positions</b>	<b>481</b>	<b>428</b>	<b>-11.0%</b>
<b>Workyears</b>	<b>426.4</b>	<b>388.1</b>	<b>-9.0%</b>

The Executive's recommendation would eliminate a total of 53 positions and 38.3 workyears. All but two of these positions are currently vacant due to the hiring freezes in recent years and the FY09 Retirement Incentive Program. The Executive's recommended budget maintains current operating hours at the library branches.

The only recommended increases in the FY10 library budget relate to compensation increases for service increments and other personnel or non-program adjustments. These are offset by the significant reductions recommended both in general operating reductions and programmatic reductions. Table 2 below groups all tax-supported changes according to increases, general reductions, and program reductions.

<b>Table 2: FY10 Recommended Changes from FY09 Approved</b>	
<b>Increases related to personnel and non-program adjustments</b>	
Annualization of FY09 Personnel Costs	\$704,710
Service Increment	\$251,390
Retirement Adjustment	\$162,240
Annualization of FY09 Service Increment	\$83,520
Group Insurance Adjustment	\$72,450
Public Copying Maintenance Lease	\$8,980
Printing and Mail Adjustments	\$2,780
<b>Subtotal: same service adjustments</b>	<b>\$1,286,070</b>

<b>General operating reductions</b>	
Central Duplicating Deficit Recovery Charge	-\$3,120
Membership and Association Fees	-\$5,000
Branch Supplies	-\$12,000
Telecommunications	-\$14,150
Training, Travel, Conferences	-\$15,000
Motor Pool Rate Adjustment	-\$40,920
Reduction of Master Lease for Circulation Server	-\$53,900
<b>Subtotal: general reductions</b>	<b>-\$144,090</b>
<b>Program reductions</b>	
Eliminate Part-time Senior Librarian Positions (2 remaining)	-\$111,880
Decrease branch staffing by reducing substitute budget	-\$188,750
Reduce Materials Collection by 10%	-\$612,520
Eliminate 13 vacant full-time positions and 27 vacant part-time positions	-\$1,806,710
Eliminate 11 vacant positions resulting from FY09 RIP	-\$939,580
<b>Subtotal: program reductions</b>	<b>-\$3,659,440</b>
<b>Grand Total: net decrease (tax supported)</b>	<b>-\$2,517,460</b>

**Public Testimony:** The Council heard a great deal of testimony in support of libraries, and has also received significant correspondence supporting the library budget. Most speakers and writers addressed generally the need to not reduce the budget further, or to restore staffing cuts if possible. One speaker specifically requested the correctional library position be restored. Correspondents and speakers raised the impact of the libraries on the community and in support of education.

**Council staff summary:** This is the second consecutive fiscal year that the Library Department is taking significant program reductions. Staffing is taking a particularly large hit for FY10; although mostly vacant, the loss of positions means operating with a significantly smaller complement moving forward.

If additional reductions are required to meet affordability constraints, Council staff sees possible reductions in two areas only: additional materials reductions and reduction in branch operating hours (which could require further staff reductions).

## **PART I: FY10 EXPENDITURE ISSUES**

### **I. MATERIALS**

**The HHS Committee concurred with the Executive's recommended reduction in materials collection of \$612,520.** This represents a 10% reduction from last year's materials budget of \$6.125 million and would result in a total FY10 materials budget of \$5.513 million.

The FY09 savings plan included a reduction of \$787,420. Thus, the Department anticipates spending only \$5.338 million of its \$6.125 million FY09 budget; this amount is less than what is recommended for FY10. **It also means a larger two year reduction in actual materials collected than is reflected in the year to year budget reduction.**

Table 3 below shows the ten year trends for the materials budget.

**Table 3: Library Materials Budgets FY01-FY10**

	<b>Total Library Operating Budget</b>	<b>Total Materials</b>	<b>Materials budget diff from prior year</b>	<b>Materials as % of total op bud</b>
<b>FY01</b>	\$30,162,800	\$6,170,510		20.46%
<b>FY02</b>	\$30,316,590	\$6,062,510	-\$108,000	20.00%
<b>FY03</b>	\$30,561,150	\$5,012,510	-\$1,050,000	16.40%
<b>FY04</b>	\$31,033,550	\$4,830,475	-\$182,035	15.57%
<b>FY05</b>	\$31,921,900	\$5,017,700	\$187,225	15.72%
<b>FY06</b>	\$34,383,690	\$5,333,710	\$316,010	15.51%
<b>FY07</b>	\$38,357,360	\$5,931,710	\$598,000	15.46%
<b>FY08</b>	\$40,466,660	\$6,325,150	\$393,440	15.63%
<b>FY09</b>	\$40,405,130	\$6,125,150	-\$200,000	15.16%
<b>FY10</b>	\$37,921,690	\$5,512,630	-\$612,520	14.54%

The chart shows that the materials budget has risen and fallen with the budget cycle and has been a target for reductions when resources are limited. **In total dollar terms, the Executive’s FY10 recommended level is less than ten years ago, but not the lowest point in this time period.** As a percent of total spending, the proportion spent on materials has steadily declined and FY10 would be the lowest share in this period.

As context, the total number of branches is the same in this ten year period, although a number of branches have reopened in larger or expanded facilities (most notably Rockville and Germantown). Circulation per capita has decreased slightly while the total number of items circulated has increased slightly. It is difficult to quantify some of the other changes in use during this period, including increased visits to access computer resources and increased use of electronic resources (some of which are purchased with the materials funds).

**Council staff recommendation: Concur with the County Executive.** **Additional Council reductions would be possible if necessary.** Although Council staff recognizes the impact of the proposed reduction on materials and collection, Council staff concurs with the Executive’s recommendation due to budget constraints.

**In addition, Council staff suggests that materials is an area which the Council could reduce further if necessary to meet affordability guidelines.** Reductions affect operations and potentially customer satisfaction but do not further reduce staff. **The Council may want to consider increments of \$100,000.** An additional reduction of up to \$500,000 would revert to FY03 and FY05 levels; a \$682,000 reduction would match the lowest 10 year level of FY04.

## II. POSITIONS

The HHS Committee concurred with the Executive's recommendation to eliminate a total of 53 positions at a total savings of nearly \$2.9 million. The HHS Committee discussed extensively the impact of the reductions on the remaining staff, their workload, and the effort required to maintain adequate service levels with a reduced staff complement. The Committee intends to receive updates on customer service indicators in FY10 to monitor the impact on branch operations.

Of the 53 positions slated for elimination:

- 51 are vacant;
- 13 have been vacant for over one year;
- 11 were abolished following the FY09 Retirement Incentive Program;
- 2 part-time senior librarian positions are filled;
- A current total of 3 vacancies remain in the Department that are not slated for elimination.

**Impact:** MCPL has been operating below its approved complement for quite some time due to the savings plans and hiring freezes of the past two fiscal years. Attached on circle 9 is a table showing the 40 vacant positions not associated with last year's RIP and the length of time they have been vacant. The vacancy duration ranges from 7 weeks to 99 weeks, with 17 positions vacant less than 20 weeks, 15 vacant between 20 and 60 weeks, and 8 vacant longer than 60 weeks.

The 11 positions associated with the FY09 RIP have been vacant since July 1. MCPL reports (circle 11) that a total of 21 employees retired under the RIP in FY09 and 10 resulting vacancies were filled throughout the fiscal year.

MCPL reports that branches are functioning at the lower staff levels with impact on available programming and customer service. As an example, MCPL reports that programs have to accommodate more people within fewer offerings, resulting in larger class sizes (program attendance information is on circle 24). Also, customer service functions such as information desk responses can become backed-up during peak times. MCPL has implemented a "circle of support" system where libraries close together in a region distribute staff among themselves when necessary to cover vacancies or absences.

**Trends:** Table 4 on the next page shows the ten year trends for approved positions and workyears.

**Table 4: Library Positions FY01-FY10**

	<b>Total Library Op Budget</b>	<b>Appvd positions</b>	<b>Appvd WY</b>
<b>FY01</b>	\$30,162,800	483	430.6
<b>FY02</b>	\$30,316,590	486	427.3
<b>FY03</b>	\$30,561,150	477	416.0
<b>FY04</b>	\$31,033,550	457	406.7
<b>FY05</b>	\$31,921,900	444	401.9
<b>FY06</b>	\$34,383,690	444	403.2
<b>FY07</b>	\$38,357,360	498	419.9
<b>FY08</b>	\$40,466,660	498	427.6
<b>FY09</b>	\$40,405,130	481	426.4
<b>FY10</b>	\$37,921,690	428	388.1

This table also shows that positions have gone up and down with budget cycles. **However, it reflects that FY10 would have a significantly lower overall complement from 10 years ago and from the 10 year high reached 3 years ago in FY07 and FY08.** Again, while the number of branches is the same, many are larger and many other functions, such as programming and access to technology resources, have increased.

**Branch Staffing:** Council staff prepared the table on circle 13 that shows staffing by branch. The table shows the FY10 recommendation compared to FY05 positions and workyears, the year with the lowest staff complement in the ten year period, and FY09, a higher (although not the highest) staff complement year. The table shows the following:

- For FY10, 17 of the 23 branches and centers have a reduced staff complement from FY09, while 5 remained the same and one increased;
- The total branch staffing positions recommended for FY10 of 364 is lower than the FY05 total of 387;
- Non-branch administration, including functions such as collection management and technology support, increased from 57 total positions in FY05 to 64 total positions in FY10, mostly in collection management and technology;
- While these administrative functions increased in positions, the number of non-branch administration workyears increased by just under 2 WY, indicating a similar overall level of effort in these areas.

**Substitute Budget Reduction:** The Executive also recommends a 28% reduction in substitute hours. This is the second year in a row that the substitute budget has been reduced, from a total of \$735,000 in FY08 to a recommended level of \$480,660 in FY10. The FY08 level supported approximately 680 hours per week of substitute time system-wide; the FY10 level would support approximately 420 hours per week system-wide.

The Department discusses the allocation of the hours and the impact of the reduction on circles 11-12 and states that the reduction will in part limit the ability to plan and implement system-wide efforts through coordinating branch staff.

**Council staff recommendation: Concur with the County Executive. No further staff reductions appear feasible within current operations.** The combination of reduced complement and reduced substitute budget will limit the system's flexibility to address evolving staff issues.

### **III. MCGEO suggestions for reductions**

The Committee received two communications from MCGEO that suggested possible budget reductions that could be taken in the MCPL budget (attached on circles 14-16). The Committee requested that MCPL respond to these suggestions (response attached on circles 17-23). The Committee discussed the suggestions, some of which MCPL has taken into consideration. The Committee also expressed interest in some of the revenue suggestions, and requested that MCPL work with Council staff during the next year to examine the feasibility of increasing MCPL revenues for FY11.

## **PART II: LIBRARY HOURS**

This section of the packet presents an analysis of library hours and scheduling, conducted by the Office of Legislative Oversight, including possible scenarios for further budget reductions, if necessary due to fiscal constraints.

### ***Historical budget context***

In FY04, the Executive reduced library hours as part of the mid-year savings plan and recommended that the reduction be annualized in the FY05 budget. The proposed FY05 full-year reduction was to reduce library hours by four hours per week at seven of the largest library branches. The total savings were \$454,390 and 7.5WY.

The Council reduced less than recommended by the Executive for FY05, adding funds to restore some of the library hours and reduce lapse assumptions so that vacant positions could be filled. The result was a reduction of four hours per week at three libraries, approximately \$210,120 and 3.5WY.

It is important to note that a reduction in hours could require a reduction in staffing to achieve significant savings, as personnel is the primary cost element to operating a library branch. Given that MCPL has 3 current vacancies, major staff reductions are not likely to be absorbed in the remaining complement.

### ***Hours Analysis***

**The Executive's recommended budget maintains current hours of operations at all library branches. Council and OLO staff do not recommend a reduction in hours unless necessary due to fiscal constraints.**

For the purposes of budget discussions, this section identifies and analyzes two primary scenarios that could provide additional cost savings in the MCPL FY10 Operating Budget beyond the County Executive's recommended net decrease of

\$2.5 million. These scenarios include an option to reduce Wednesday morning hours with an accompanying reduction-in-force, and an option to close an individual library branch for one year.

In developing these scenarios, OLO and Council staff worked with hours, use, and schedule information provided by MCPL, and this data supports the budget assumptions outlined below. Council and OLO staff acknowledge that the implementation of a reduction in hours and a reduction-in-force based on this analysis may differ from the assumptions in this memo (i.e., day of week, hours of day, positions affected). The assumptions on which the analysis is based are reasonable for Council budget discussion purposes and would necessarily be subject to implementation by the Executive branch.

- **Part A** summarizes background information about libraries' hours and use;
- **Part B** summarizes scenarios for reducing Wednesday morning hours; and
- **Part C** summarizes options to close an individual library branch for a year.

## **A. BACKGROUND INFORMATION**

OLO staff examined both individual branch hours and library use data provided by MCPL. This section summarizes this data. OLO did not include the Noyes Library for Young Children and the library in the Montgomery County Detention Center in this analysis and data for these two branches is not included in this packet.

### **1. Library Hours**

The 20 library branches examined are each open between 46 and 64 hours each week. Eight of the library branches have Sunday hours between Labor Day and Memorial Day and the remaining 12 branches do not. Four of the eight branches with Sunday hours are open for 64 hours each week and four are open for 60 hours each week. Eleven branches are open between 51 and 56 hours each week and the Poolesville library is open for 46 hours each week.

MCPL's tables on circles 25-26 summarize branch hours, including opening and closing hours and total hours open each day. These tables show total system hours of 1,164.5 hours per week.

### **2. Library Use**

As measures of library use, MCPL tracks both foot traffic and circulation in library branches. Foot traffic data measures people entering and exiting the library. MCPL staff cautions that this measure is not consistently counted across branches, due to both library configuration and variations in counting machines. MCPL states that it is refining the process to increase consistency. Circulation data measures transactions of

library items. For example, if one library patron checks out 10 books, that would add 10 to the circulation measure.

Table 5 below summarizes the FY08 foot traffic and circulation data for the library branches. The branches are listed in order from most foot traffic to least and the table also lists each branch's circulation rank.

Information in Table 5 illustrates that:

- **Libraries that are open for more hours do not always serve more patrons than libraries that are open for fewer hours.** For example, the Quince Orchard library serves approximately 175,000 more patrons annually than the Olney library, but is open 5 hours a week less.
- **A high number of patrons visiting a library (foot traffic) does not always equate to high circulation, and vice versa.** For example, the Silver Spring library has the 4<sup>th</sup> highest foot traffic, and ranks 11<sup>th</sup> in circulation. Conversely, the Bethesda library ranks 10<sup>th</sup> in foot traffic, but ranks 5<sup>th</sup> in circulation.

**Table 5. FY08 Foot Traffic and Circulation Data for 20 Library Branches**

Branch	Weekly Hours	FY08 Foot Traffic	Foot Traffic Rank	FY08 Circulation	Circ. Rank
Gaithersburg	64	1,555,099	1	727,760	3
Rockville	64	895,364	2	767,776	2
Germantown	60	880,112	3	869,733	1
Silver Spring	60	819,803	4	354,093	11
Wheaton	64	552,005	5	575,137	6
Quince Orchard	55	544,656	6	651,185	4
Twinbrook	56	506,363	7	274,051	16
Davis	55	455,117	8	524,690	7
Little Falls	53.5	409,485	9	347,784	12
Bethesda	64	397,003	10	610,589	5
Fairland/Praisner	60	372,473	11	385,586	9
Olney	60	369,339	12	455,714	8
White Oak	55	353,712	13	342,982	13
Potomac	54	245,226	14	375,040	10
Aspen Hill	55.5	237,523	15	330,133	14
Long Branch	51	175,596	16	229,815	19
Chevy Chase	54.5	170,417	17	262,196	17
Kensington Park	54	166,691	18	307,844	15
Damascus	55	161,091	19	254,809	18
Poolesville	46	52,414	20	74,464	20

Source: MCPL

The Department also tracks materials circulation data hourly for each day of the week. The five tables below summarize the weekday circulation data between 9 a.m. and 1 p.m.

**Table 6. Weekday Circulation Data, 9 a.m. to 1 p.m.**

**9 a.m.**

Day of Week	Circ.	Rank
Thurs	6,691	1
Wed	6,376	2
Tues	5,765	3
Mon	5,091	4
Fri	3,976	5

**10 a.m.**

Day of Week	Circ.	Rank
Fri	94,661	1
Tues	94,649	2
Thurs	88,672	3
Mon	82,093	4
Wed	62,453	5

**11 a.m.**

Day of Week	Circ.	Rank
Tues	148,363	1
Fri	141,527	2
Thurs	136,468	3
Mon	124,547	4
Wed	90,454	5

**12 p.m.**

Day of Week	Circ.	Rank
Fri	129,069	1
Tues	126,795	2
Mon	123,526	3
Thurs	117,578	4
Wed	82,524	5

**1 p.m.**

Day of Week	Circ.	Rank
Fri	125,186	1
Tues	122,510	2
Mon	120,180	3
Thurs	115,854	4
Wed	114,175	5

Source: MCPL

Wednesday circulation ranked last in four of the five one-hour blocks between 9 a.m. and 1 p.m.

## B. OPTION TO REDUCE WEEKDAY HOURS

OLO and Council staff have identified budget reductions associated with reducing library staff hours by four hours per week, including a reduction in Department workyears. **This budget scenario is based on an analysis of reducing library staff hours between 8:30 a.m. and 12:30 p.m. on Wednesdays and opening one or more library branches at 1 p.m.** OLO and Council staff based the budget assumptions on Wednesday morning hours and staffing; however, staff suggests that the savings could be associated with a more general four hour reduction of staff time if the hours reduction were implemented in a different time period.

OLO and Council staff used a scenario of reducing staff time by four hours because most library shifts are scheduled in four-hour or eight-hour blocks. OLO and Council staff identified Wednesday morning library staff and public services hours for reduction for several reasons:

- Currently, 5 of the 20 library branches open at 1 p.m. on Wednesdays and one branch opens at 2 p.m. – so some members of the public are already aware that some libraries are closed on Wednesday mornings;
- All 20 library branches are open until either 8:30 or 9:00 p.m. on Wednesdays, while nine libraries close at 5 p.m. on Thursdays and all libraries close at 5 p.m. Friday through Sunday; and
- Among weekdays, Wednesday circulation data is low (see Table 6 above).

Twelve library branches open at 10 a.m. on Wednesdays, but all libraries schedule staff beginning at 8:30 a.m. Opening one or more of these branches at 1 p.m. would reduce library staff hours by four hours per branch (between 8:30 a.m. and 12:30 p.m.), while only reducing public services hours by three hours.

Based on foot traffic data and circulation data, OLO and Council staff identified a tier of 10 libraries that represent the “middle” range of MCPL’s 20 library branches. This group does not include either the largest or smallest libraries in the system, and are clustered together in terms of budget and staff complement. At OLO’s request, MCPL provided weekly scheduling data for these identified library branches.

From the FY09 scheduling data for these 10 libraries and the FY10 recommended personnel complement, OLO staff calculated the following, which is summarized in Table 7 (on the next page):

- The total hours of staff time available each week for each branch, based on the recommended FY10 personnel complement for each branch (column 2 in Table 7);
- The total number of staff hours scheduled weekly in each branch, based on FY09 branch schedules provided by MCPL (column 3 in Table 7);

- The number of staff hours in the complement above or below those represented in the schedule (column 4 in Table 7);
- The total number of staff hours scheduled in each branch between 8:30 a.m. and 12:30 p.m. on Wednesdays (column 5 in Table 7); and
- The total number of staff hours above or below those represented in the schedule if Wednesday mornings are reduced (column 6 in Table 7).

Note: The data in Table 7 represents only the relationship between MCPL's current FY09 scheduling and the FY10 proposed staff complement. It does not take into account programming, nor does it address optimum staffing.

**Table 7. Weekly Available and Scheduled Staff Hours at 10 MCPL Libraries**

1 Branch	2 FY10 Available Weekly Staff Hours*	3 Weekly Scheduled Staff Hours**	4 Difference in Weekly Staff Hours (1) - (2)	5 Scheduled Wednesday Morning Hours	6 Total Difference in Staff Hours (4)+(5)
#1	460	427	33.0	27.5	60.5
#2	580	627	(47.0)	29.0	(18.0)
#3	440	409	31.0	20.0	51.0
#4	580	456.5	123.5	21.0	144.5
#5	520	467.5	52.5	14.3	66.8
#6	420	418	2.0	22.5	24.5
#7	480	539.5	(59.5)	30.0	(29.5)
#8	520	509.5	10.5	15.5	26.0
#9	480	387	93.0	32.0	125.0
#10	680	620	60.0	37.5	97.5
<b>Average</b>			<b>29.9</b>	<b>24.9</b>	<b>54.8</b>

Source: MCPL data and OLO calculations

\* Equals FY10 recommended WY x 40 hours per week

\*\* Calculated from branch schedules provided by MCPL

On average, each branch has 30 staff hours in excess of the hours necessary to staff the branch on a weekly basis (average in column 4 above). Also on average, each branch schedules 25 hours of staff time on Wednesday mornings between 8:30 a.m. and 12:30 p.m. (average in column 5 above). *This data also shows that the weekly staff requirements for branches #2 and #7 exceed the weekly available staff hours for FY10.*

On average, the Wednesday morning staff hours for each of these 10 branches represent approximately 0.5 WY (or 20 staff hours) per branch. While this total is comprised of multiple staff positions, it represents a level of effort that can be reduced from the complement within the remaining schedule. As a result, **OLO and Council staff assume that cost savings associated with reducing four hours of staff time per week per branch would average \$28,000 and 0.5 WY per branch, due to eliminating one part-time Library Assistant I position per branch.** This reduction would total \$280,000 and 5 WY across the 10 libraries in this analysis.

Council and OLO staff note the following about this savings assumption:

- Staff used the average difference in staffing to address the variance in complement and schedules. In addition, Council and OLO staff assume that MCPL would similarly adjust staff across the system to assure even and sufficient staffing (and MCPL currently plans to analyze system workload to address already proposed FY10 staff reductions).
- The reduction of 0.5 WY appears feasible within the scheduling information provided. That is, if the 0.5 WY is removed, the remaining staff complement can cover the remaining hours and staff schedules.
- Staff believes this is a conservative assumption of savings for several reasons.
  - First, the reduction of 0.5 WY as outlined above leaves (in most cases) still significant staff hours in the personnel complement above the scheduled staff hours (column 6 on Table 7 above).
  - Second, morning hours, including Wednesday mornings, are not as heavily staffed as other times of day, resulting in a lower assumption of staff hours for reduction than in other time periods.
  - Third, it does not factor in libraries with the largest staff complements.
  - Fourth, it is significantly less in comparison to the FY04 proposed hours budget reduction (\$454,000 and 7.5 WY for a four hour per week reduction at seven libraries).
- Reduction of a part-time Library Assistant I was assumed primarily because:
  - Branch-based positions represents 21% (90) of the positions in the total library personnel complement, with almost twice as many positions as the next largest job class (Librarian I with 48 positions);
  - This position is present throughout multiple time periods in the weekly schedules; and
  - This position is among the lowest grade staff and may have duties that other positions in the complement can fill.

See circle 30 for the number and distribution of branch-based positions in the complement.

Council and OLO staff suggest that the Council use this analysis as a starting point for discussion. For example, the four hour reduction could extend to more or fewer branches, could be increased to eight hours per week at certain libraries, or a different combination of positions could be considered for reduction.

### **C. OPTION TO CLOSE INDIVIDUAL LIBRARY BRANCHES FOR ONE YEAR**

A second option for finding additional cost savings from the MCPL budget would be to close one or more library branches for an extended period of time. For discussion purposes, Council and OLO staff analyzed savings associated with closing a branch for one year.

Some areas of Montgomery County, particularly down-County, have clusters of libraries within close proximity to each other. See circle 8 for a map of the libraries in the County. Clusters of branches within close proximity to each other could be one argument for closing a branch – patrons could still access neighboring branches.

The primary savings associated with closing a library branch for one year would come from personnel savings. The FY10 recommended personnel budgets for 16 of the 20 library branches discussed in this memorandum range from \$875,000 to \$1.27 million per branch. Three branches have recommended personnel budgets of \$1.67 million, \$1.8 million, and \$2.0 million and the last branch has a recommended personnel budget of \$404,000.

Closing a library branch for a year presents certain logistical challenges not associated with reducing library hours. For example, reopening a closed branch can increase materials and staff costs beyond an adjustment to hours because MCPL might not update a branch's materials collection during the period it was closed. Updating a branch's collection after-the-fact would result in increased materials costs and staff time in the year in which the branch was reopened.

Another consideration related to this option is that because it is not incremental, it cannot be adjusted year to year. The hours reduction in Part B above can be increased or decreased in response to fiscal conditions, while the re-investment associated with reopening a library branch is equal to the whole reduction, with likely additional start-up costs.

# 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 FY10 Operating Budget for the Department of Public Libraries is \$37,921,690, a decrease of \$2,483,440 or 6.1 percent from the FY09 Approved Budget of \$40,405,130. Personnel Costs comprise 80.5 percent of the budget for 231 full-time positions and 197 part-time positions for 388.1 workyears. Operating Expenses account for the remaining 19.5 percent of the FY10 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*
- ❖ *Vital Living for All of Our Residents*

## DEPARTMENT PERFORMANCE MEASURES

This table presents the department's headline measures or submeasures that relate to multiple programs including projections from FY09 through FY11. These estimates reflect funding based on the FY09 savings plan, the FY10 budget, and funding for comparable service levels in FY11.

Measure	Actual FY07	Actual FY08	Estimated FY09	Projected FY10	Projected FY11
<b>Headline Measures</b>					
Average number of items checked out annually per County resident	11.4	11.7	11.8	11.9	11.3
Average number of visits made annually per County resident	6.3	9.6	9.5	9.4	7.8
Cost per circulation	3.33	3.43	3.23	3.17	3.31
Percentage of Library customers satisfied based on the Library customer survey results <sup>1</sup>	NA	96%	NA	TBD	TBD
Impact of Library services on community <sup>2</sup>	NA	NA	NA	NA	NA

<sup>1</sup> A comprehensive survey was conducted in April 2008. No comprehensive survey is planned for FY09. A future survey schedule is to be determined.

<sup>2</sup> Under construction.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Maintain current hours of operations at the County's 21 library branches.*
- ❖ *In FY08, there were 3.47 million physical items (books, audio formats, video formats circulated (checked out) 11.4 million times and over 46 high-quality electronic reference sources searched almost 800,000 times.*
- ❖ *The Public Libraries' web site, the most popular in County Government, was visited more than three million times in FY08. Its actively managed, refreshed content reflects community participation, and includes "Kidsite," "Teensite," "Seniorsite," "Reader's Café" and "BizInfo."*
- ❖ *There were over 6,400 programs presented in FY08, including 1,500 English conversation clubs, 1,900 pre-school events, and a summer reading program with 29,000 participants.*
- ❖ *Productivity Improvements*

- Updated branch public computer images to make them more usable.
- Implemented "Circles of Support" concept to improve branch response to unexpected absences and short-term staffing shortages.
- Implemented restructuring of Collection and Technology Management division to better focus on technology management, virtual services, collection development, and coordination with public services.
- Updated staffing structure of branches, providing each branch with a more uniform management and team leadership complement, and rebalanced branch staffs based on usage and workload data.

## PROGRAM CONTACTS

Contact Eric Carzon of the Department of Public Libraries at 240.777.0048 or Charles Goldsmith of the Office of Management and Budget at 240.777.2779 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 FY07	Actual FY08	Estimated FY09	Projected FY10	Projected FY11
Average number of items checked out annually per County resident	11.4	11.7	11.8	11.9	11.3
Average number of visits made annually per County resident	6.3	9.6	9.5	9.4	7.8
Number of visits to the library's website <sup>1</sup>	1,632,923	3,135,370	3,074,560	3,074,560	3,074,560

<sup>1</sup> 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.

FY10 Recommended Changes	Expenditures	WYs
<b>FY09 Approved</b>	<b>9,570,820</b>	<b>36.3</b>
Increase Cost: Interjurisdictional (Area Access) Grant	3,000	0.0
Reduce: Materials Collection by 10%	-612,520	0.0
Miscellaneous adjustments, including Retirement Incentive program, negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-18,220	-1.0
<b>FY10 CE Recommended</b>	<b>8,943,080</b>	<b>35.3</b>

### Library Services to the Public

Library services to the public are provided at 20 full-service library branches, plus the Noyes Library for young children, the Montgomery County Correctional Facility Library, the Mobile Services Outreach Van, 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 FY07	Actual FY08	Estimated FY09	Projected FY10	Projected FY11
Internet/computer session utilization	911,011	995,960	995,960	995,960	995,960
Number of items checked out (circulation) <sup>1</sup>	11,035,540	11,451,481	11,680,510	11,914,120	11,414,120
Number of library visits <sup>2</sup>	6,075,786	9,361,410	9,361,410	9,361,410	7,861,410
Percentage of Library customers satisfied based on the Library customer survey results <sup>3</sup>	NA	96%	NA	TBD	TBD
Impact of Library services on community <sup>4</sup>	NA	NA	NA	NA	NA

<sup>1</sup> Projections account for closing of branch(es) for renovation in FY11. Projected increase in circulation of 2% per year for population growth and strategic efforts to improve services.

<sup>2</sup> Increase in FY07 to FY08 visits per capita is the result of a correction to a long-standing formula error that was under counting visits to the library. Projections account for closing of branches for renovation in FY11.

<sup>3</sup> A comprehensive survey was conducted in April 2008. No comprehensive survey is planned for FY09. A future survey schedule is to be determined.

<sup>4</sup> Under construction.

FY10 Recommended Changes	Expenditures	WYs
<b>FY09 Approved</b>	<b>27,051,430</b>	<b>370.3</b>
Increase Cost: Special Needs Grant (Division of Library Development and Services)	21,020	0.0
Decrease Cost: Central Duplicating Deficit Recovery Charge	-3,120	0.0
Decrease Cost: Branch Supplies	-12,000	0.0
Decrease Cost: Telecommunications	-14,150	0.0
Decrease Cost: Training, Travel, Conferences	-15,000	0.0
Decrease Cost: Reduction of Master Lease for Circulation Server	-53,900	0.0
Reduce: Eliminate Part-time Senior Librarian positions (2 remaining)	-111,880	-1.0
Reduce: Decrease branch staffing by reducing substitute budget	-188,750	-5.3
Reduce: Eliminate 12 vacant full-time and 3 vacant part-time positions	-889,910	-13.5
Reduce: Eliminate 1 vacant full-time and 24 vacant part-time positions	-916,800	-13.0
Miscellaneous adjustments, including Retirement Incentive program, negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	481,630	-3.5
<b>FY10 CE Recommended</b>	<b>25,348,570</b>	<b>334.0</b>

### 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.

<b>Program Performance Measures</b>	<b>Actual FY07</b>	<b>Actual FY08</b>	<b>Estimated FY09</b>	<b>Projected FY10</b>	<b>Projected FY11</b>
Cost per circulation	3.33	3.43	3.23	3.17	3.31

<b>FY10 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY09 Approved</b>	<b>3,782,880</b>	<b>19.8</b>
Increase Cost: Staff Development Grant	10,000	0.0
Increase Cost: Public Copying Maintenance/Lease	8,980	0.0
Increase Cost: Printing and Mail Adjustments	2,780	0.0
Decrease Cost: Membership & Association Fees	-5,000	0.0
Miscellaneous adjustments, including Retirement Incentive program, negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-169,600	-1.0
<b>FY10 CE Recommended</b>	<b>3,630,040</b>	<b>18.8</b>

# BUDGET SUMMARY

	Actual FY08	Budget FY09	Estimated FY09	Recommended FY10	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	22,531,329	23,447,870	22,477,660	22,000,470	-6.2%
Employee Benefits	8,154,317	8,692,940	8,081,660	8,367,730	-3.7%
<b>County General Fund Personnel Costs</b>	<b>30,685,646</b>	<b>32,140,810</b>	<b>30,559,320</b>	<b>30,368,200</b>	<b>-5.5%</b>
Operating Expenses	8,555,934	8,114,720	7,184,910	7,369,870	-9.2%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>39,241,580</b>	<b>40,255,530</b>	<b>37,744,230</b>	<b>37,738,070</b>	<b>-6.3%</b>
<b>PERSONNEL</b>					
Full-Time	238	243	243	230	-5.3%
Part-Time	259	237	237	197	-16.9%
Workyears	425.6	424.4	424.4	386.1	-9.0%
<b>REVENUES</b>					
Library Collection Agency	0	275,000	275,000	300,000	9.1%
Library Lost Book Fines	70,026	78,000	78,000	78,000	—
Library Meeting Room Reimbursement from CUPF	12,882	11,000	11,000	12,000	9.1%
Public Libraries: Retirement	2,304,807	2,666,000	2,666,000	2,666,000	—
Library Fines	1,322,134	1,169,150	1,169,150	1,070,000	-8.5%
Library Reader Printer Fees	476	600	600	600	—
Public Libraries: Operations	2,597,232	2,609,970	2,609,970	2,609,970	—
Library Other Fees	3,101	0	0	0	—
Sale of Merchandise	0	8,000	8,000	6,000	-25.0%
Library Book Sales	41,590	35,000	35,000	40,000	14.3%
Session Mgmt: Libraries	113,873	120,000	120,000	120,000	—
Coin Copier: Libraries	64,870	80,000	80,000	80,000	—
Federal Telecom Act of 1996	0	70,000	70,000	20,000	-71.4%
<b>County General Fund Revenues</b>	<b>6,530,991</b>	<b>7,122,720</b>	<b>7,122,720</b>	<b>7,002,570</b>	<b>-1.7%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	82,735	93,940	100,220	110,910	18.1%
Employee Benefits	34,103	27,700	27,700	30,270	9.3%
<b>Grant Fund MCG Personnel Costs</b>	<b>116,838</b>	<b>121,640</b>	<b>127,920</b>	<b>141,180</b>	<b>16.1%</b>
Operating Expenses	30,342	27,960	32,530	42,440	51.8%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>147,180</b>	<b>149,600</b>	<b>160,450</b>	<b>183,620</b>	<b>22.7%</b>
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
Workyears	2.0	2.0	2.0	2.0	—
<b>REVENUES</b>					
Area Access: Patron Access	55,100	55,100	58,100	58,100	5.4%
Staff Development	13,500	13,500	15,500	23,500	74.1%
Parent-Child Mother Goose Program	3,782	0	0	0	—
NASA Space Science Grant	1,646	0	0	0	—
Library Public Services Special Needs DLDS	73,152	81,000	81,000	102,020	26.0%
Gates Foundation Opportunity Grant	0	0	5,850	0	—
<b>Grant Fund MCG Revenues</b>	<b>147,180</b>	<b>149,600</b>	<b>160,450</b>	<b>183,620</b>	<b>22.7%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>39,388,760</b>	<b>40,405,130</b>	<b>37,904,680</b>	<b>37,921,690</b>	<b>-6.1%</b>
<b>Total Full-Time Positions</b>	<b>239</b>	<b>244</b>	<b>244</b>	<b>231</b>	<b>-5.3%</b>
<b>Total Part-Time Positions</b>	<b>259</b>	<b>237</b>	<b>237</b>	<b>197</b>	<b>-16.9%</b>
<b>Total Workyears</b>	<b>427.6</b>	<b>426.4</b>	<b>426.4</b>	<b>388.1</b>	<b>-9.0%</b>
<b>Total Revenues</b>	<b>6,678,171</b>	<b>7,272,320</b>	<b>7,283,170</b>	<b>7,186,190</b>	<b>-1.2%</b>

## FY10 RECOMMENDED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY09 ORIGINAL APPROPRIATION</b>	<b>40,255,530</b>	<b>424.4</b>
<b>Changes (with service impacts)</b>		
Reduce: Eliminate Part-time Senior Librarian positions (2 remaining) [Library Services to the Public]	-111,880	-1.0
Reduce: Decrease branch staffing by reducing substitute budget [Library Services to the Public]	-188,750	-5.3
Reduce: Materials Collection by 10% [Collection and Technology Management]	-612,520	0.0
Reduce: Eliminate 12 vacant full-time and 3 vacant part-time positions [Library Services to the Public]	-889,910	-13.5
Reduce: Eliminate 1 vacant full-time and 24 vacant part-time positions [Library Services to the Public]	-916,800	-13.0
Reduce: Eliminate 11 line staff via Retirement Incentive Program (RIP)	-939,580	-5.5
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Annualization of FY09 Personnel Costs	704,710	0.0
Increase Cost: Service Increment	251,390	0.0
Increase Cost: Retirement Adjustment	162,240	0.0
Increase Cost: Annualization of FY09 Service Increment	83,520	0.0
Increase Cost: Group Insurance Adjustment	72,450	0.0
Increase Cost: Public Copying Maintenance/Lease [Administration, Outreach, and Support Services]	8,980	0.0
Increase Cost: Printing and Mail Adjustments [Administration, Outreach, and Support Services]	2,780	0.0
Decrease Cost: Central Duplicating Deficit Recovery Charge [Library Services to the Public]	-3,120	0.0
Decrease Cost: Membership & Association Fees [Administration, Outreach, and Support Services]	-5,000	0.0
Decrease Cost: Branch Supplies [Library Services to the Public]	-12,000	0.0
Decrease Cost: Telecommunications [Library Services to the Public]	-14,150	0.0
Decrease Cost: Training, Travel, Conferences [Library Services to the Public]	-15,000	0.0
Decrease Cost: Motor Pool Rate Adjustment	-40,920	0.0
Decrease Cost: Reduction of Master Lease for Circulation Server [Library Services to the Public]	-53,900	0.0
<b>FY10 RECOMMENDED:</b>	<b>37,738,070</b>	<b>386.1</b>
<b>GRANT FUND MCG</b>		
<b>FY09 ORIGINAL APPROPRIATION</b>	<b>149,600</b>	<b>2.0</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Special Needs Grant (Division of Library Development and Services) [Library Services to the Public]	21,020	0.0
Increase Cost: Staff Development Grant [Administration, Outreach, and Support Services]	10,000	0.0
Increase Cost: Motor Pool Rate Adjustment	7,130	0.0
Increase Cost: Interjurisdictional (Area Access) Grant [Collection and Technology Management]	3,000	0.0
Technical Adj: Motor Pool Rate Adjustment	-7,130	0.0
<b>FY10 RECOMMENDED:</b>	<b>183,620</b>	<b>2.0</b>

## PROGRAM SUMMARY

Program Name	FY09 Approved		FY10 Recommended	
	Expenditures	WYs	Expenditures	WYs
Collection and Technology Management	9,570,820	36.3	8,943,080	35.3
Library Services to the Public	27,051,430	370.3	25,348,570	334.0
Administration, Outreach, and Support Services	3,782,880	19.8	3,630,040	18.8
<b>Total</b>	<b>40,405,130</b>	<b>426.4</b>	<b>37,921,690</b>	<b>388.1</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY09		FY10	
		Totals	WYs	Totals	WYs
<b>COUNTY GENERAL FUND</b>					
Correction and Rehabilitation	County General Fund	223,650	2.2	137,690	1.7

## FUTURE FISCAL IMPACTS

Title	CE REC.		(S000's)			
	FY10	FY11	FY12	FY13	FY14	FY15
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
FY10 Recommended	37,738	37,738	37,738	37,738	37,738	37,738
No inflation or compensation change is included in outyear projections.						
Compensation NDA: Labor Contracts	0	124	124	124	124	124
These figures represent the estimated cost of service increments and associated benefits.						
<b>Subtotal Expenditures</b>	<b>37,738</b>	<b>37,862</b>	<b>37,862</b>	<b>37,862</b>	<b>37,862</b>	<b>37,862</b>

# Montgomery County, Maryland Public Libraries



## BRANCHES

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

\* These eight libraries are open on Sunday from Labor Day through Memorial Day

IndexTitle	Pos Num	JobClassTitle	Effective Date	Grade	WY	F/P	Days Vacant	Weeks Vacant
Aspen Hill	5424	Library Assistant I	01-Jul-08	13	1	F	282	40
Bethesda	5674	Librarian I	07-Dec-08	21	1	F	123	17
Bethesda	10777	Library Desk Assistant	20-Aug-08	12	0.5	P	232	33
Bethesda	15387	Library Aide	19-Jan-09	8	0.5	P	80	11
Chevy Chase	10221	Library Assistant I	09-Nov-08	13	0.5	P	151	21
Damascus	5472	Library Assistant I	18-Jan-09	13	1	F	81	11
Davis	5498	Librarian I	01-May-07	21	0.5	P	709	101
Praisner	12664	Sr. Librarian	23-Nov-08	25	0.5	P	137	19
Praisner	5514	Librarian I	01-Nov-08	21	0.5	P	159	22
Praisner	5509	Library Assistant I	11-Dec-07	13	0.5	P	485	69
Gaithersburg	5548	Sr. Librarian	06-Jul-08	25	1	F	277	39
Gaithersburg	5646	Librarian I	01-Nov-08	21	0.5	P	159	22
Gaithersburg	11537	Library Associate II	01-Nov-08	21	0.5	P	159	22
Gaithersburg	5484	Library Desk Assistant	14-Oct-07	12	0.5	P	543	77
Germantown	12666	Sr. Librarian	11-Nov-07	25	0.5	P	515	73
Germantown	10214	Librarian I	01-Mar-08	21	1	F	404	57
Germantown	5562	Librarian I	17-Oct-08	21	0.5	P	174	24
Kensington Park	12308	Library Assistant I	03-Feb-08	13	0.5	P	431	61
Long Branch	14234	Library Assistant I	03-Jul-08	13	0.5	P	280	39
Long Branch	14237	Library Desk Assistant	01-Mar-08	12	0.5	P	404	57
Olney	5631	Librarian I	23-Nov-08	21	0.5	P	137	19
Olney	5623	Library Assistant I	01-Feb-09	13	1	F	67	9
Olney	5737	Library Assistant I	10-Mar-08	13	0.5	P	395	56
Potomac	5649	Librarian I	01-Feb-09	21	0.5	P	67	9
Potomac	10216	Library Assistant I	09-Dec-07	13	0.5	P	487	69
Quince Orchard	5722	Librarian I	01-Nov-07	21	0.5	P	525	74
Quince Orchard	5718	Library Assistant I	09-Nov-08	13	0.5	P	151	21
Quince Orchard	13787	Library Desk Assistant	16-Aug-08	12	0.5	P	236	33
Rockville	5546	Sr. Librarian	28-Sep-08	25	1	F	193	27
Rockville	5703	Librarian I	24-Jun-07	21	0.5	P	655	93
Rockville	5706	Library Associate II	01-Feb-09	21	1	F	67	9
Rockville	15365	Librarian I	09-Nov-08	21	0.5	P	151	21
Silver Spring	5691	Librarian I	20-Jan-08	21	0.5	P	445	63
Wheaton	5751	Librarian I	01-Feb-09	21	0.5	P	67	9
Wheaton	5742	Info Technology Tech I	20-Jul-08	14	1	F	263	37
Wheaton	10763	Library Assistant I	03-Feb-08	13	0.5	P	431	61
Wheaton	5776	Library Assistant I	01-Feb-09	13	1	F	67	9
Acquisitions	5786	Sr. Librarian	01-Feb-09	25	1	F	67	9
Virtual Services	5678	Sr. Librarian	17-Aug-08	25	1	F	235	33
Technology Management	11604	Info Technology Tech I	25-May-08	14	1	F	319	45
	<b>40</b>				<b>26.5</b>			

## Library FY10 operating budget questions

### Materials

A brief review of staff notes and packets shows CE or CC decreases to the materials budget in FY01-04, increases (above new library materials) in FY05-08, then a reduction in FY09.

- What is the total materials budget recommended for FY10? \$5.512 m
- I would like to track the recent history of the additions and subtractions to the materials budget and the base amount. Has any similar analysis been completed as part of the budget preparation to date? If not, please confirm for me the marginal changes and the total approved material budget amounts for each year FY05-09.
  - FY05 - \$5,017,700 (CE proposed \$173,100 increase, Council approved)
  - FY06 - \$5,333,710 (CE proposed \$388,000 total increase, Council approved \$316,010)
  - FY07 - \$5,931,710 (CE proposed \$248,000 increase, Council accepted and increased an additional \$350,000)
  - FY08 - \$6,325,150 (CE proposed \$383,980 increase, Council approved, misc. changes of \$9,460)
  - FY09 - \$6,125,150 (CE proposed \$200,000 reduction, Council approved)
  - FY10 - \$5,512,630 (CE proposes \$612,520 reduction (10%))

### Positions

- In the budget, I see 42 positions proposed to be eliminated for a total savings of \$1.9 million (non-RIP). Of these, it appears that 40 are vacant. Please confirm that my totals are correct. Yes.
- For the 40 vacant positions, how long have they been vacant? Please detail the vacancy length for each. Please see attached list. The positions were required to be held vacant in order to meet both hiring freezes and savings plans in effect.
- How many other vacant positions exist in the department at this time (not slated for elimination)? How long has each of them been vacant? Three positions are currently vacant, two are actively being filled. They are the branch managers of the Marilyn J. Praisner, and Quince Orchard Branches. Both were recently vacant (February 2009 for MJ Praisner, March 2009 for Quince Orchard). The third

vacancy is a part-time Librarian 1 position, resulting from a retirement in late January.

- For the two filled positions, is there an expectation of placing the individuals in other positions? There is not enough information known at this time to say. The spirit of the County's process is to find placements for all affected employees, and the County has a good track record for doing this. The two individuals affected by the Executive's recommendation will have access to the same tools as all other employees similarly affected by Reductions in Force. We will be doing the best we can, with the help of the Office of Human Resources, to help the find other positions that they may be qualified for.
- What is the lapse assumption for FY10? \$989,402.

#### **RIP**

- How many employees did the libraries lose under the RIP process in FY09? Of these, how many positions were abolished and how many refilled? 21 employees accepted retirement under the program. 11 part-time positions were permanently abolished as a result of the program, and the remaining 10 full-time and part-time vacancies were filled in the months following the RIP.

What is the basis for the FY10 assumption of 11 positions and \$939,580 savings under the RIP? Will these positions actually be abolished in FY10? What is the overlap between the RIP assumption and the other position eliminations? (For example, if an employee in an abolished position retires under the RIP, does that decrease the total savings realized?) This budget item is not a projection. FY10 RIP savings reflect the annualized cost savings from turnover and/or position abolishments related to the FY09 Retirement Incentive Program.

#### **Substitutes**

- Following the FY09 substitute reduction, I have that the FY09 substitute budget was \$669,120. Please confirm or correct. Yes.
- For FY10, how many hours per week would the proposed budget support, and at what average hourly cost rate? Would substitution allocation practices change to meet the reduction? The FY10 level will be \$480,660, a 28% reduction from FY09. At approximately \$28/hr for information staff and \$18/hr for circulation staff, the FY10 budget level will support approximately 420 hours per week for the whole system. Branch's portion of those hours will be about 15 hours per branch, per week, assuming about equal usage of information and circulation staff. FY09's level was about 20 – 20.5 hours per week, per branch.

We are going to change our substitute allocation processes, administered by Central Administration, to manage the reduction. The capacity to have substitute staff come to a branch or unit to ensure that service desks are covered or that key

systemwide work gets done, supports a number of functions in the department that will be impacted by the reduction in this capacity. Because of the flatness of our organizational structure, we do much of our programming coordination; outreach to seniors, youth, and others; project implementation; and improvement of business processes by pulling on work groups and committees from every level of the organization.

We will redistribute the substitute funds to cover public service desks for key leave coverage issues (long-term illness or regular leave use), delivery service, materials processing, mandatory training issues, focused outreach issues and key systemwide projects.

### Updates

- Please provide updates on the Mobile Services (including budget amount and circulation) and the Literacy Council (including budget amount and changes, if any).
  - The Mobile Services allocation did not change (except for increases in the underlying employee's salaries and related motor pool rates). 1.5 workyears, 2 positions are dedicated to Mobile services at an approximate cost of \$188,442.97 in personnel and \$35,800 in motor pool costs. There are also library materials costs related to Mobile Services.
  - Circulation for FY08 was 3,456, and for the first half of FY09 is 2,854.
  - The County's contribution to the Literacy Council is \$141,000, the same as for FY09.
  
- Please provide an update on the facility maintenance funds initiated in the DPWT budget in FY07. How much if any is budgeted to continue in FY10? How has this work progressed?
  - The \$540,000 is still in the base budget proposal for FY10. Work has progressed well on deep cleaning, there is a regular rotation of deep cleaning to all the branches, and those branches with the heaviest traffic receive mid-day cleanings to their bathroom facilities to keep them in acceptable condition. The funding has allowed us to begin addressing long-standing maintenance issues in many locations with carpeting, paint, grounds, bathrooms, and other issues. Much progress has been made in these locations (for example, the White Oak and Chevy Chase bathrooms needed substantial work in FY08), and we continue to learn of more issues as we collaboratively address these problems with the Department of General Services. In addition to cleaning issues, painting, carpeting, and bathrooms, for this year, we are developing some solutions for safety and security issues due to failing door locks and other problems, and we are working on some branch service desks to address ergonomic issues and improve the workflow and layout of the affected branches.

MCPL Staff Complement FY05, FY09, FY10						
Branch	FY05 Pos	FY05 WY	FY09 Pos	FY09 WY	FY10 Pos	FY10 WY
Aspen Hill	18	12.00	19	12.50	17	11.50
Bethesda	27	20.50	23	17.50	18	14.50
Chevy Chase	15	10.50	17	11.50	16	11.00
Damascus	15	11.00	15	11.50	13	9.50
Davis	20	14.00	19	13.50	20	14.50
Detention Center	2	1.70	3	1.70	3	2.20
Fairland/Praisner	17	11.00	21	14.50	18	13.00
Gaithersburg	29	24.60	28	23.40	26	21.40
Germantown	22	17.30	29	23.10	25	20.10
Kensington Park	14	10.50	15	11.00	14	10.50
Little Falls	15	11.50	17	12.50	17	12.50
Long Branch	15	11.50	16	12.00	14	11.00
Noyes	3	2.10	3	2.10	3	2.10
Olney	19	14.00	20	14.50	16	12.00
Poolesville	5	3.50	7	4.80	6	4.30
Potomac	16	11.00	18	12.50	15	11.50
Quince Orchard	21	15.50	23	17.00	19	14.50
Rockville	28	21.00	35	26.00	29	22.50
Silver Spring	18	13.00	19	13.50	17	13.00
Special Needs	7	4.50	7	5.50	4	3.50
Twinbrook	14	11.00	16	12.00	16	12.00
Wheaton	31	23.50	28	23.00	20	17.00
White Oak	16	11.50	18	12.80	18	12.80
<b>Totals</b>	<b>387</b>	<b>286.70</b>	<b>416</b>	<b>308.40</b>	<b>364</b>	<b>276.9</b>
Non-branch Admin	57	52.30	65	55.66	64	54.16

# UFCW LOCAL 1994

Municipal & County Government Employees Organization

❑ GINO RENNE PRESIDENT  
❑ YVETTE CUFFIE SECRETARY-TREASURER  
❑ NELVIN RANSOME RECORDER  
❑ WWW.MCGEO.ORG

TO: George Leventhal, Chair HHS Committee  
FROM: Gail Heath, Field Services Coordinator *G. Heath*  
DATE: April 13, 2009  
SUBJECT: Budget savings

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The Union is submitting for your committee's consideration alternatives to the proposed cuts to the position abolishment's that would have a negative impact on providing quality service to the community.

The enclosed list includes recommendations submitted to the County Executive for consideration prior to him finalizing his budget. While he did accept some of the Union's recommendations, many were put aside for further study.

Representatives from Local 1994 will be attending the HHS Committee hearings on the County Executive's recommended budget and would like the opportunity to speak to the committee on behalf of its membership. Additionally, Local 1994 and its members from the affected departments under your committee's jurisdiction would be happy to meet with you to discuss the budget alternatives we have submitted.

cc: Gino Renne, President

UNITED FOOD & COMMERCIAL WORKERS LOCAL 1994 ❑ 600 SOUTH FREDERICK AVENUE ❑ SUITE 200 ❑ GAITHERSBURG, MD 20877 ❑ 301-977-2447 ❑ 800-548-0654 ❑ FAX 301-977-6752

VICE PRESIDENTS: ❑ FRANK BECKHAM ❑ JERRY BONAPARTE ❑ SEAN COLLINS ❑ PAULETTE KEE-DUDLEY ❑ GREGORY GOEBEL ❑ ROBERT LEHMAN ❑ CRAIG LONGCOR ❑ TERRI MILLER ❑ SUSAN SMITHERS ❑ TONY THOMAS ❑ KRISTINE TUCKERMAN ❑ SEDEARIA WILSON-JACKSON

## Department of Public Libraries

- Eliminate staff day in.
- Charge 50 cents for reserve books – invest in software to do in the system.
- Cut Sunday hours in the libraries.
- Reduce the number of branches open on Sundays.
- Use video-conferencing, emailing or conference calls to review best practices of other library systems.
- Cut Friday library hours.
- Consolidate pamphlets – reduce public handouts; don't use glossy finishes or colors; cut wording and make 1 handout on what library offers instead of 3.
- Involve public and ask what they want; ask for donations and start selling cloth book bags for profit, etc.
- Cut evening hours one day a week from smaller library branches.
- Reduce library hours.
- Reduce materials budget.
- Pair or link branches so that some are open when others are closed.
- Reduce management and place them in vacant librarian and librarian assistant positions.
- Consolidate programming to one facility in the department.
- Avoid weeding items that are in good condition.
- Cut unnecessary library programs that cost money.

# UFCW LOCAL 1994

Municipal & County Government Employees Organization

GINO RENNE PRESIDENT  
YVETTE CUFFIE SECRETARY-TREASURER  
NELVIN RANSOME RECORDER  
WWW.MCGEO.ORG

TO: George Leventhal, Chairman HHS Committee

FROM: Gail Heath, Field Services Coordinator



DATE: April 23, 2009

SUBJECT: Supplemental recommendations for Department of Public Library Budget

The following are additional suggestions for potential reductions in the Department of Public Libraries that would not have an impact on service.

**MII Facilities and Strategic Planning** – this position is responsible for renovation related issues not done by another County department and responsible for reports and statistics needed for strategic planning.

As DGS oversees building renovations and construction of County worksites, to include the new Silver Spring station, and other departments do not have such a position, it is difficult to understand the need for such a position in DPL. Additionally, reports of circulation, etc should under the MII over Branch Operations, as this would be part of the strategic planning for new branches, needs, etc. This position could be abolished in lieu of front line positions that provide direct service to the public. Additionally, there is a senior librarian position titled to conduct many of the same duties.

**PSA for Community Engagement** – programs and community outreach is being reduced, so is there a need for senior manager over such a program. Other positions in the system could perform the duties (such as the program manager II).

Thank you for your consideration. I will be at tomorrow's work session if you have any questions.

cc: Gino Renne, President

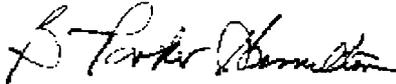
VICE PRESIDENTS: FRANK BECKHAM JERRY BONAPARTE SEAN COLLINS PAULETTE KEE-DUDLEY GREGORY GOEBEL ROBERT LEHMAN  
CRAIG LONGCOR TERRI MILLER SUSAN SMITHERS TONY THOMAS KRISTINE TUCKERMAN SEDEARIA WILSON-JACKSON

UNITED FOOD & COMMERCIAL WORKERS LOCAL 1994 600 SOUTH FREDERICK AVENUE SUITE 200 GAITHERSBURG, MD 20877 301-977-2447 800-948-0654 301-977-6752

**Memorandum**

**April 23, 2009**

TO: Mr. George Leventhal, Chair, Health and Human Services Committee

FROM: B. Parker Hamilton, Director   
Montgomery County Public Libraries

SUBJECT: Response to MCGEO Suggestions on MCPL FY10 Budget

Thank you for providing an opportunity to respond to the suggestions made by Mr. Renne, president of UFCW Local 1994 (MCGEO), about the Montgomery County Public Libraries FY10 County Executive Recommended Operating Budget. Mr. Leggett provided a response to Mr. Renne's general suggestions about the County's budget on March 12, 2009. In particular, Mr. Leggett responded as follows concerning Mr. Renne's suggestion to reduce library service hours:

*"I do not endorse the recommendation that we reduce Sunday hours at libraries, reduce the number of libraries with Sunday hours, or make any change which would limit public access to our excellent Public Library System. Library services are highly valued by the residents of this County and the use and need for our libraries has grown during these tough economic times as residents use our libraries for job searches, completing applications, and other assistance." (Mr. Isiah Leggett, County Executive, March 12, 2009).*

Please find below responses to each individual suggestion made by Mr. Renne and Ms. Heath in their memorandum to you of April 13, 2009, which references suggestions made by MCGEO earlier in the year.

## Department of Public Libraries Detail Responses

(MCGEO suggestions are bulleted points in Bold type.)

- **Cut Sunday hours in the libraries.**
- **Reduce the number of branches open on Sundays.**
- **Cut Friday library hours.**
- **Cut evening hours one day a week from smaller library branches.**
- **Reduce library hours.**
- **Pair or link branches so that some are open when others are closed.**

Reducing hours with no further staff reduction: We have been and will continue to reduce the workload requirements on staff related to programming and the staffing of the service desks, in order to make reduced levels of staffing sustainable. Staff, including management staff, will need to work more time on service desks than they may have been accustomed to in the past. We have done this successfully through the operation of two savings plans and hiring freezes over the past two fiscal years. As a vital service in the County, it is imperative that we maintain access to our services for our customers. There are, and will continue to be, service reductions: service desks won't have as many staff at them; library staff won't offer as many programs; and some back-office processes, such as weeding the collection, will take longer, as staff will be scheduled fewer hours per week to complete those tasks. These are real service reductions that many customers will notice, but overall, the core needs of our customers will be met: they will get access to the facilities, information services, materials, and customer service that they need most.

All hours reductions: We have a diverse community. They have a variety of very different needs for service, and a diversity of challenges in accessing our services: transportation, work schedules, school schedules, mobility issues, family schedules, and more. Every hour we are open provides access not only to library materials, but to public access computers, meeting rooms, tutoring rooms, information services, library programs, tax forms and other forms for other government services. Any hours reduction is going to have a negative impact on the community overall, and could specifically hurt segments of the community in ways that won't be predictable in advance. Twice a year, we take a time series snapshot of materials circulation, as an indicator of overall library use during the hours we are open. While there are some times and some days of the week that have less circulation than others, substantial numbers of customers use every open hour.

Fridays: In FY08 there were over 1 million direct branch circulations on Fridays, almost 10% of total circulation. Eliminating Friday would be very difficult to implement in terms of staff scheduling. Full-time staff could potentially have to work Monday through Thursday, and then Saturday every week in order to fulfill their 40 hours, or be faced with working more than 8 hours per day in order to get two contiguous days off.

Weekday evenings: Even for Thursday evenings, where not every branch is open, there are hundreds of thousands of circulations in the system. Eliminating a small hours slot in the smaller branches may save money, but would greatly complicate branch scheduling, and require a reduction in force.

“Pairing” Branches: Every branch serves their local community, in addition to their overall service to the community. Closing some hours in some branches and not in others, will be confusing to customers, and will negatively impact customers in those communities with schedule or transportation constraints. It is already an issue for some customers that our hours for branches differ due to past budget cuts. The branches that are closest together are also located in the more densely populated areas of the County. Many branches have no effective “pair” that is within close distance to another branch. The branches in the communities chosen for pairing could feel that their communities are being unfairly singled out.

Sundays: Weekends are a very important time slot for our customers. Saturdays are the most used library hours overall (especially considering there are only 7 – 8 public service hours per branch on Saturday). Sundays are the most used time, if one considers the items circulated per hour. We believe the community would be very negatively impacted by the loss of these convenient hours. There is also a very real possibility that some of the customers who might need our services the most, would find it prohibitively difficult to get to our branches on other days of the week. One of our more frequent public comments is to increase Sunday hours, particularly by making them year-round and/or expanding the number of branches open. The eight branches that are open today represent an effective spread around the County, reducing the distance residents have to travel.

- **Eliminate staff day in.**
  - Doing so will not save the taxpayers any money directly.
  - The operating costs of the staff development day are paid for by a grant from the Friends of the Library.
  - Staff Development Day facilitates the improvement of staff capabilities and knowledge in areas that help the system provide better service. For FY10; a staff development day could facilitate training for a significant core library system upgrade; training for the County’s new electronic timesheets software, training to meet State library staff certification requirements, and discussion issues related to a new strategic plan as well as an updated facilities plan and a new technology plan, all of which will need to be created in FY10.
  
- **Charge 50 cents for reserve books – invest in software to do in the system.**
  - This is an issue we have done some research on. In considering the issue, we would say that it would be regressive to charge all customers for all reserved items. Doing so could provide wealthier customers at an advantage over those less able to pay for each hold/reserve. Placing a reserve/hold is an effective way for our customers to get the materials they need, especially as we are reducing the number of copies for some titles. It is also a help for customers with limited transportation options, tight schedules, or mobility issues. To-date, we have not found solutions for the following issues, any one of which would make the charges infeasible:

- The State Division of Library Development and Services (DLDS) (whose recommendations can affect over \$5 million in State Aid to Libraries and reimbursement for Library retirement expenses) believe that charging for holds would be contrary to State Law. They stated so to us in an email when we inquired on the matter. The last time we checked, (two years ago), no other Maryland Library was charging a holds fee.
    - We must be careful not to create more workload on staff by implementing a fee than we would by not having one. That is a very real possibility. There are almost 1 million reserve transactions per year, so creating that amount of monetary transactions could create a substantial new workload burden on staff. The possibility/necessity of a refund transaction alone, for instance, could create unsustainable amounts of workload, even on a small percentage of the overall transactions.
    - We have not seen a solution, in the system, or in a third-party product to-date, that would facilitate implementing a fee is in line with our core values, is cost effective, simple for customers to use, and staff workload neutral.
- **Use video-conferencing, emailing or conference calls to review best practices of other library systems.**
  - We do this already. However, it is more effective, especially when the trip is local, to visit a library system to thoroughly understand the best practice(s) or operation(s) being reviewed. We believe that our visits are reasonable, and in the case of Receipt Printers, a local visit to Fairfax County not only helped us complete a proposal to the Friends of the Library, but provided the background to look in detail at a changing a business process in a way that will save both customer and staff time.
  - We have also partnered with our Friends of the Library to fund a limited number of trips to library systems outside of the state, so that taxpayer dollars are not used to make out-of-state visits. We have also greatly curtailed conference attendance.
  - While fiscal times are difficult, we still strive to be an excellent library system. A key part of that process is knowing what good service models are out in the rest of the library world. We are doing so efficiently and with minimal impact on the budget.
  - We are also using these practices to then implement changes in the conduct of normal department business where feasible, and we are developing capabilities to do so even more in the future.
- **Consolidate pamphlets – reduce public handouts; don’t use glossy finishes or colors; cut wording and make 1 handout on what library offers instead of 3.**
  - We are already doing this. A number of forms we used to print out in volume and distribute to branches are now implemented as downloadable forms that are only printed at the branch on demand (Examples: forms in

- other languages, books to know, award-winning books, library card applications in multiple languages, others). We also created an on-line library card application option to further reduce the need for paper forms.
- However, we will not eliminate key publications, because they have great value in making sure our customers know about the many quality services we offer. Not every customer can effectively be reached by electronic documents. In addition, there are valid reasons to have multiple publications, which market and inform our customers about specific aspects of library service that fill important interests or needs for specific kinds of customers. A reasonable investment in handouts goes a long way to ensure that our customers know about the services available to them.
- **Involve public and ask what they want; ask for donations and start selling cloth book bags for profit, etc.**
    - In April 2008 we surveyed our public directly, garnering 8,000 responses. We have and will continue to gather public input on specific issues (our web page, for instance). We also have good mechanisms for accepting customer comments and suggestions, including for library materials.
    - The Friends of the Library, Montgomery County, Inc. and its chapters take in many donations for the library system, and also sell items, using the proceeds to enhance library services. There are mechanisms for the County itself to accept donations, however, we are unsure of what policies would have to be established with regard to asking for donations.
    - We currently sell inexpensive library bags, diskettes, and headphones, which all facilitate use of library services. The small net profit is deposited in the General Fund. Getting library staff further involved in acquiring, staging for sale, and selling items “for-profit” would be a large workload burden for staff, for what may not end up being a fair return. Revenue generation is not a core competency in the library system or mission imperative for public libraries, as we are in the business of providing our services for free.
    - Library Meeting rooms are rented out at the standard County rates by Community Use of Public Facilities, who returns the net proceeds of approximately \$11,000 per year to MCPL, who has budgeted those funds to maintain and furnish the public meeting rooms.
  - **Reduce materials budget.**
    - This is a reduction in services to our customers that we have already reluctantly made three times, for the FY09 budget (\$200,000 cut), for the FY09 savings plan (\$787,000 cut), and for the FY10 budget (\$612,500 cut). With almost 1 million people, the diversity of our community, and their needs, is great. Our customers indicate that materials are the number one reason they come into the library. Our library collection budget is very reasonable compared to the budgets of our peers, and in fact should be higher, not lower. Baltimore County spends more than 18% of their

budget on materials, almost \$8 million per year. Montgomery spends less than 15% of its budget on the collection.

- **Reduce management and place them in vacant librarian and library assistant positions.**
  - The management structure of the department is already very small, due to substantial reductions over several years. Prior to 1999, the department abolished an associate director, regional administrators, program coordinators, and other positions from the complement. These are the kind of management and coordination positions that are still in comparable library systems like Fairfax, Baltimore County, and the like. By 1999 we had only 7 senior managers, including a chief of public services, chiefs for Technical Services and Collection Development, business manager, and three regional administrators (the precursor of the Public Services Administrators). As of FY10 we have only five senior managers (chief of technology and collection, three public services administrators, business manager).
  - For the FY09 Savings Plan and the FY10 budget, we also converted 2 Sr. Librarians (a non-represented position) to Librarian IIs (a represented position), and we abolished six other Sr. Librarian positions, two of which were our only Reduction in Force.
  - Of the 64 staff members in the Director's Office, Public Services Administration, and Collection and Technology Management Division, one is the director, only 9 of those staff are managers, only five are non-represented support staff (each with specific functions), and the remaining 49 staff are line staff, just like in the branches. They are drivers, materials selectors, processing clerks, catalogers, bill payers, IT technicians, and content creators for our virtual services branch.
- **Consolidate programming to one facility in the department.**
  - Each branch serves a specific community. There are considerations of the specific needs of each of those communities that go into planning programming services. From a practical perspective, this would also be unworkable. There would not be enough space or time in any one facility to meet the needs of the 200,000+ program attendees we serve in one year.
- **Avoid weeding items that are in good condition.**
  - Condition is only one factor in deciding which library items to "weed." The other considerations are: whether the material has been updated (new revisions, changes in the related field, etc.); whether demand for the item has fallen (e.g., when we have more copies of a title and less are needed because initial demand was satisfied); or whether the item is likely in the future to be checked out (which can be based on current or past usage, or relevance). Our focus is on ensuring that the vast majority of items weeded are used well during their time in circulation. Given our circulation numbers, we generally do this well, and we continually strive

to do better. Room must be made on the shelves for new items that are more relevant or more in demand.

- **Cut unnecessary library programs that cost money.**
  - Many programs that have operating expenses are actually funded by the Friends of the Library (Examples: Summer Reading, multi-cultural programs, Teen programs, book discussion groups). Many programs we offer also leverage volunteers (Example: Conversation Clubs, Book Discussion Groups).
  - We have actively provided guidance to staff to reduce library programming in recognition of our reduced staffing, and to focus programming efforts on the most needed and effective programs, especially for early literacy. The primary considerations should be: 1) what is the community's need for programs and 2) are we meeting the most high priority and high value needs with those programs?
  - Our circulation and foot traffic is some of the highest in the nation. Many of our programs are extremely well attended, in some cases requiring us to move that programming to a higher volume room. Some other programs by design require smaller, more intimate participation. And some programs need to be grown to serve the full diversity of the community. That being said, we should, and we do, assess programs offered and terminate those that are not effectively serving the community or yielding as much benefit as other programming would.

# FY08 Program Report

	Number of Programs Held						Program Attendance						Visits	
	Pre #	School #	YA #	Adult #	All #	Total	Pre Atnd.	School Atnd.	YA Atnd.	Adult Atnd.	All Atnd.	Total	In	Out
ASPEN HILL	85	33	10	169	7	304	3,548	1,281	512	1,744	798	7,883	8	20
BETHESDA	111	75	14	115	9	324	7,929	4,000	336	2,501	732	15,498	6	78
CHEVYCHASE	156	9	1	31	5	202	4,811	793	4	317	482	6,407	2	15
DAMASCUS	142	65	60	57	12	336	4,193	4,118	1,629	419	3,343	13,702	11	109
DAVIS	40	12	2	141	2	197	1,537	669	64	1,841	125	4,236	58	5
FAIRLAND	107	87	83	247	27	551	3,452	4,296	2,345	1,502	855	12,450	6	23
GAITHERSBG	52	38	74	393	584	1,141	1,949	427	521	4,844	10,630	18,371	575	9
GERMANTOWN	112	12	22	73	14	233	5,163	2,074	801	719	5,217	13,974	16	10
KENSINGTON	58	16	1	37	12	124	1,377	1,000	10	741	709	3,837	13	4
LITTLEFALL	106	13	11	24	4	158	3,922	1,621	75	267	542	6,427	128	16
LONGBRANCH	74	25	16	162	48	325	1,962	3,241	234	1,148	1,020	7,605	14	52
NOYES	71	4	1	0	4	80	3,021	168	200	0	1,024	4,413	37	10
OLNEY	127	26	6	213	344	716	4,819	2,438	195	1,532	8,093	17,077	11	26
POOLESVILL	18	9	0	13	2	42	148	380	0	90	57	675	3	13
POTOMAC	36	25	0	38	4	103	642	977	0	767	631	3,017	6	7
QUINCEORCH	92	57	19	320	9	497	3,166	3,293	253	2,999	8,173	17,884	19	5
ROCKVILLE	142	52	7	227	6	434	5,872	4,087	173	3,684	1,021	14,837	37	12
SILVER_SPR	93	30	17	67	14	221	4,716	1,540	298	772	2,565	9,891	35	409
TWINBROOK	91	57	50	112	25	335	2,547	1,695	639	1,288	1,405	7,574	31	34
WHEATON	89	65	38	118	54	364	3,247	4,620	204	1,501	977	10,549	17	16
WHITE OAK	110	19	2	125	46	302	3,387	1,922	6	734	1,200	7,249	46	22
	1,912	729	434	2,682	1,232	6,989	71,408	44,640	8,499	29,410	49,599	203,556	1,079	895

<b>BASELINE: THIS IS MCPL TODAY</b>			
<b>MCPL BRANCHES AND HOURS</b>			
<i>x = Closed</i>			
<i>Branch</i>	<i>PSH per week</i>		
	<i>PSH</i>		
Aspen Hill	55.5	AH	
Bethesda	64.0	BE	S
Chevy Chase	54.5	CC	
Damascus	55.0	DM	
Davis	55.0	DA	
Fairland/Praisner	60.0	MP	S
Gaithersburg	64.0	GB	S
Germantown	60.0	GT	S
Kensington Park	54.0	KP	
Little Falls	53.5	LF	
Long Branch	51.0	LB	
Noyes Children	24.0	N	
Oney	60.0	OL	S
Poolesville	46.0	PV	
Potomac	54.0	PT	
Quince Orchard	55.0	QO	
Rockville	64.0	RV	S
Silver Spring	60.0	SS	S
Twinbrook	56.0	TB	
Wheaton	64.0	WH	S
White Oak	55.0	WO	
<b>Totals</b>	<b>1164.5</b>		
<b>Baseline Service Hours Total:</b>			
	<b>1164.5</b>		
	<b>58399.675</b>		

BASELINE: THIS IS MCPL TODAY																								
MCPL BRANCHES AND HOURS																								
x = Closed																								
Branch	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			PSH per week		
	Open	Close	PSH	Open	Close	PSH	Open	Close	PSH	Open	Close	PSH	Open	Close	PSH	Open	Close	PSH	Open	Close	PSH			
Aspen Hill	10:00 AM	8:30 PM	10.5	10:00 AM	8:30 PM	10.5	9:00 AM	8:30 PM	11.5	9:00 AM	5:00 PM	8.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	x	x		55.5	AH	
Bethesda	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	12:00 PM	5:00 PM	5.0	64.0	BE	S
Chely Chase	9:00 AM	8:30 PM	11.5	10:00 AM	8:30 PM	10.5	10:00 AM	8:30 PM	10.5	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	x	x		54.5	CC	
Damascus	9:30 AM	8:30 PM	11.0	9:30 AM	8:30 PM	11.0	1:00 PM	8:30 PM	7.5	9:30 AM	8:30 PM	11.0	9:30 AM	5:00 PM	7.5	10:00 AM	5:00 PM	7.0	x	x		55.0	DM	
Davis	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	x	x		55.0	DA	
Fairland/Praisner	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	1:00 PM	9:00 PM	8.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	12:00 PM	5:00 PM	5.0	60.0	MP	S
Gaithersburg	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	12:00 PM	5:00 PM	5.0	64.0	GB	S
Germaniown	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	1:00 PM	9:00 PM	7.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	12:00 PM	5:00 PM	5.0	60.0	GT	S
Kensington Park	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	x	x		54.0	KP	
Little Falls	10:00 AM	8:30 PM	10.5	10:00 AM	8:30 PM	10.5	10:00 AM	8:30 PM	10.5	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	x	x		53.5	LF	
Long Branch	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	1:00 PM	5:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	x	x		51.0	LB	
Noyes Children	x	x	0.0	9:00 AM	5:00 PM	8.0	x	x	0.0	9:00 AM	5:00 PM	8.0	x	x	0.0	9:00 AM	5:00 PM	8.0	x	x		24.0	N	
Oiney	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	12:00 PM	5:00 PM	5.0	60.0	OL	S
Poolesville	2:00 PM	9:00 PM	7.0	2:00 PM	9:00 PM	7.0	2:00 PM	9:00 PM	7.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	x	x		46.0	PV	
Potomac	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	x	x		54.0	PT	
Quince Orchard	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	1:00 PM	9:00 PM	8.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	x	x		55.0	QO	
Rockville	9:30 AM	8:30 PM	11.0	9:30 AM	8:30 PM	11.0	9:30 AM	8:30 PM	11.0	9:30 AM	8:30 PM	11.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	12:00 PM	5:00 PM	5.0	64.0	RV	S
Silver Spring	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	1:00 PM	9:00 PM	8.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	12:00 PM	5:00 PM	5.0	60.0	SS	S
Twinbrook	10:00 AM	8:30 PM	10.5	10:00 AM	8:30 PM	10.5	10:00 AM	8:30 PM	10.5	10:00 AM	8:30 PM	10.5	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	x	x		56.0	TB	
Wheaton	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	12:00 PM	5:00 PM	5.0	64.0	WH	S
White Oak	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	9:00 PM	11.0	10:00 AM	5:00 PM	7.0	10:00 AM	5:00 PM	7.0	9:00 AM	5:00 PM	8.0	x	x		55.0	WO	
<b>Totals</b>			<b>215.0</b>			<b>222.0</b>			<b>198.5</b>			<b>189.5</b>			<b>140.5</b>			<b>159.0</b>			<b>40.0</b>	<b>1164.5</b>		
<b>Baseline Service Hours Total:</b>																								
<b>1164.5 (per week)</b>																								
<b>58399.675 / 50.15 service weeks</b>																								

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### Branch Circulation by Day and Hour FY08

Day of Week	All Hour of Day	6 a.m.	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.	9 p.m.
<b>All Day of Week Total</b>	<b>8,798,457</b>				<b>80,970</b>	<b>603,141</b>	<b>900,795</b>	<b>873,974</b>	<b>897,673</b>	<b>987,786</b>	<b>1,043,895</b>	<b>1,339,462</b>	<b>599,397</b>	<b>525,053</b>	<b>517,002</b>	<b>421,232</b>	
<b>Sunday</b>	<b>360,191</b>							37,305	66,534	75,860	80,654	97,260					
<b>Monday</b>	<b>1,482,082</b>				5,091	82,093	124,547	123,526	120,180	130,472	142,283	175,653	160,769	148,018	147,304	120,393	
<b>Tuesday</b>	<b>1,539,502</b>				5,765	94,649	148,363	126,795	122,510	132,845	143,825	173,866	170,048	152,033	147,152	119,902	
<b>Wednesday</b>	<b>1,294,382</b>				6,376	62,453	90,454	82,524	114,175	130,764	131,699	159,722	152,358	131,107	127,735	103,603	
<b>Thursday</b>	<b>1,268,544</b>				6,691	88,672	136,468	117,578	115,854	131,804	133,408	172,511	98,239	93,851	94,801	77,302	
<b>Friday</b>	<b>1,034,539</b>				3,976	94,661	141,527	129,069	125,186	139,804	155,368	236,273					
<b>Saturday</b>	<b>1,819,217</b>				53,068	180,604	259,121	257,177	233,234	246,237	256,658	324,177					
<b>General Notes:</b>																	

1. Shaded, patterned cells are for times are times when branches are closed.  
The activity shown there is related to staff activity that shows up as a circulation event.
2. Eight branches open on Sundays (the per hour, per branch circulation for Sundays is higher than any other time period).
3. Many branches open at 9:30 or 10:00 am during the week days.
4. Figures don't include on-line and telephone transactions, which make up a part of overall circulation figures

## Circulation FY08

<b>MCPL FY08Circulation</b>	
<b>FY08 Circulation</b>	
ASPEN_HILL	330,133
BETHESDA	610,589
BOOKMOBILE	3,456
CHEVYCHASE	262,196
DAMASCUS	254,809
DAVIS	524,690
DETEN_CTR	44,500
FAIRLAND	385,586
GAITHERSBG	727,760
GERMANTOWN	869,733
INTLIBLOAN	11,096
KENSINGTON	307,844
LITTLEFALL	347,784
LONGBRANCH	229,815
NOYES	43,219
OLNEY	455,714
POOLESVILL	74,464
POTOMAC	375,040
QUINCEORCH	651,185
ROCKVILLE	767,776
SILVER_SPR	354,093
Telephone Reference	4,162
TWINBROOK	274,051
WHEATON	575,137
WHITE_OAK	342,982
ONLINE RENEWAL	2,291,646
Telephone Renewal	332,021
<b>Total FY08</b>	<b>11,451,481</b>

# FY09 Library Foot Traffic March 19, 2009

	<u>Jul</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>FY09 to-date</u>	<u>FY08 Jul - Feb.</u>	<u>FY08 Total Foot Traffic</u>
Aspen Hill	25,754	22,891	20,372	20,729	17,446	18,447	18,225	17,918	161,782	156,181	237,523
Bethesda	39,809	29,700	38,605	32,515	34,309	29,236	33,050	47,720	284,944	253,831	397,003
Chevychase	18,277	17,644	17,513	16,289	14,680	13,443	14,305	15,427	127,578	112,310	170,417
Damascus	19,006	17,517	12,670	13,850	11,938	15,662	12,915	12,959	116,517	102,840	161,091
Davis	39,273	39,642	36,228	31,431	28,547	30,780	33,654	30,805	270,360	295,230	455,117
Praisner	37,625	28,584	31,368	33,002	29,890	22,349	30,117	30,981	243,916	248,063	372,473
Gaithersburg	163,553	148,104	86,641	83,817	106,519	112,528	123,371	111,762	936,295	938,957	1,555,099
Germantown	92,302	87,458	79,359	71,695	66,862	62,029	66,792	68,772	595,269	586,741	880,112
Kensington	13,500	14,172	13,198	12,134	9,515	12,666	15,339	16,874	107,398	113,245	166,691
Little Falls	37,799	34,687	34,054	34,686	32,545	35,956	34,806	33,412	277,945	269,913	409,485
Longbranch	19,600	17,386	18,110	16,843	15,576	15,140	15,741	15,584	133,980	120,582	175,596
Noyes	3,124	3,406	3,566	3,145	3,064	2,591	2,816	3,157	24,869	29,261	41,926
Olney	36,492	30,208	26,291	25,848	24,873	28,971	27,661	29,495	229,839	254,582	369,339
Poolesville	5,147	4,340	4,170	4,190	3,474	3,334	3,581	4,010	32,246	36,576	52,414
Potomac	27,207	25,054	23,252	20,508	19,988	18,672	20,042	22,077	176,800	152,095	245,226
Quince Orchard	68,184	60,882	61,347	51,984	47,395	65,064	51,052	59,568	465,476	371,039	544,656
Rockville	66,899	60,830	116,714	115,440	107,434	103,230	108,460	104,247	783,254	603,261	895,364
Silver Spring	79,577	72,574	82,528	69,276	65,904	67,951	65,555	68,699	572,064	567,563	819,803
Twinbrook	35,498	35,662	30,724	32,692	32,692	32,692	30,585	30,992	261,537	345,525	506,363
Wheaton	38,439	39,358	40,277	34,891	31,762	33,957	33,042	33,500	285,226	365,448	552,005
WhiteOak	36,737	33,317	29,246	30,450	26,207	26,399	26,685	27,621	236,662	233,748	353,712
<b>TOTAL</b>	<b>903,800</b>	<b>823,414</b>	<b>806,231</b>	<b>755,413</b>	<b>730,616</b>	<b>751,096</b>	<b>767,794</b>	<b>785,580</b>	<b>6,323,944</b>	<b>6,156,988</b>	<b>9,361,411</b>

## Summary of Branch-Based Library Positions and Salary Grades

Class Title	Salary Grade	Total # of Positions	Total # of WYs	% of Personnel Complement*
Manager III	M3	19	19	4.4%
Senior Librarian	25	10	10	2.3%
Librarian II	24	39	41.2	9.1%
Librarian I	21	48	39.5	11.2%
Library Associate II	21	45	31.1	10.5%
Library Assistant Supervisor	20	19	19	4.4%
Library Associate I	18	2	1.5	0%
Library Assistant II	16	19	19	4.4%
Information Technology Tech I	14	3	3	0.1%
<b>Library Assistant I</b>	<b>13</b>	<b>90</b>	<b>63.4</b>	<b>21.0%</b>
Library Desk Assistant	12	27	13.5	6.3%
Library Aide	8	30	15	7.0%
Office Clerk	5	3	2.3	0.1%
<b>Total</b>		<b>354</b>	<b>277.5</b>	<b>80.8%</b>

Source: OHR Resource Library and Recommended FY10 Personnel Complement

\* Equals number of positions divided by 428 (total positions in FY10 Personnel Complement)

### Branch-Based Library Assistant I Positions in the MCPL Recommended FY10 Personnel Complement

Branch	# of Library Assistant I Positions		Total WYs	
	Full-Time	Part-Time		
Aspen Hill	1	4	3.0	
Bethesda	3	1	3.5	
Chevy Chase	1	3	2.5	
Damascus	0	2	1.0	
Davis	3	3	4.5	
Fairland/Praisner	2	3	3.5	
Gaithersburg	3	5	5.8	
Germantown	2	6	5.8	
Kensington Park	1	1	1.5	
Little Falls	2	2	3.0	
Long Branch	1	2	2.0	
Olney	1	2	2.0	
Poolesville	0	2	1.0	
Potomac	1	2	2.5	
Quince Orchard	2	4	4.5	
Rockville	3	4	5.0	
Silver Spring	1	2	2.0	
Twinbrook	1	3	2.5	
Wheaton	4	2	5.0	
White Oak	0	5	2.8	
<b>Total</b>		<b>32</b>	<b>58</b>	<b>63.4</b>

Source: Recommended FY10 Personnel Complement