

# Public Libraries

## MISSION STATEMENT

Montgomery County Public Libraries (MCPL) offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.

MCPL's Vision: Our diverse community of lifelong learners finds Montgomery County Public Libraries to be an open, inviting, and vital gateway to the information, ideas, and enrichment that strengthens our County. A diverse, highly qualified staff continually assesses community needs and interests to support, encourage, and inspire our customers.

MCPL's Values: The Montgomery County Public Libraries believes in the right of all to learn and to grow. We value intellectual freedom, accountability, quality service, diversity, fairness, professional ethics, integrity of information, and respect for our customers, our community, and ourselves. We are a learning organization that functions openly by exploring new ideas and using the collective talent, knowledge, and creativity of employees at all levels.

## BUDGET OVERVIEW

The total approved FY14 Operating Budget for the Department of Public Libraries is \$34,821,874, an increase of \$3,406,783 or 10.8 percent from the FY13 Approved Budget of \$31,415,091. Personnel Costs comprise 81.6 percent of the budget for 190 full-time positions and 196 part-time positions, and a total of 349.94 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 18.4 percent of the FY14 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

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

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

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 approved budget and funding for comparable service levels in FY15.

| Measure                                    | Actual<br>FY11 | Actual<br>FY12 | Estimated<br>FY13 | Target<br>FY14 | Target<br>FY15 |
|--|----------------|----------------|-------------------|----------------|----------------|
| <b>Multi-Program Measures</b>              |                |                |                   |                |                |
| Total Use of Library Services <sup>1</sup> | 25,873,879     | 23,608,870     | 23,658,647        | 25,932,436     | 27,403,417     |

<sup>1</sup> Total Use of Library services includes program attendance, meeting room use, all forms of borrowing, using materials inside the library, visits, information services, use of the web site and electronic resources, new library cards, and use of computers, printers, and copiers.

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## ACCOMPLISHMENTS AND INITIATIVES

### ❖ **FY14 Initiatives**

- **Re-open the Olney branch after renovation in the Fall of 2013, with increased service hours (69 hours per week: Monday - Thursday 9 a.m. to 9 p.m., Friday - Saturday 10 a.m. to 6 p.m., and Sundays 12 p.m. to 5 p.m.).**
- **Re-open the Gaithersburg branch after renovation in the Fall of 2013, with a Gilcrest Center and a large public meeting room (same service hours as Olney).**
- **Establish a Digital Media Lab at Long Branch library, supporting the work of students, job-seekers, small businesses, teens, seniors, and others who need access to modern software tools for business and for creating content. This will improve the branch's capability as a center of lifelong learning and collaborative content creation.**
- **Increase library service hours at Long Branch library (adding service on Sundays from 12 p.m. to 5 p.m.).**
- **Increase library service hours at Poolesville library (restoring FY10 service hours: Monday - Wednesday 2 p.m. to 9 p.m., Thursday 10 a.m. to 9 p.m., and Friday-Saturday 10 a.m. to 5 p.m.).**
- **Library Public Service Hours (PSH) will increase overall by 98 PSH per week to a total of 1,127, a 9.5% increase.**
- **Substantially increase the County's investment in e-books to meet greatly increased customer demand, while continuing to meet the diverse needs and high demand for print and media library materials. Expand the breadth of the e-books collection to include more items in more topic areas.**

### ❖ **MCPL Strategic Plan Goal Accomplishments: Readiness for the Future**

- **Completed a new MCPL Strategic Plan for FY13 to FY16, presented to elected officials. It was completed in tandem with detailed strategic plans for Technology, Facilities, Marketing, and Collection Development units.**
- **E-book circulation increased from 99,000 in FY11 to 188,000 in FY12.**
- **Staff trained in "Science, Technology, Engineering, and Math" are applying their new skills to MCPL programming and materials selection decisions.**

### ❖ **Enhanced Technology and Innovation Strategic Plan Goals**

- **Constructed MCPLExpress@Olney that includes book and DVD vending machines, a book return, and hold lockers.**
- **Improved how customers can search for and discover library materials via MCPL's on-line library catalog, including the ability to search for library materials from Facebook.**
- **Further upgraded and improved Wi-Fi infrastructure in branches, particularly where customer usage of Wi-Fi is very high, to continue to address growing customer demand for this service.**

### ❖ **Marketing, Outreach, and Community Awareness Strategic Plan Goals**

- **Created a new Outreach team composed of library branch staff to re-institute MCPL visits to schools, community groups, and others, to market library services, and serve the community beyond our walls.**
- **Continuing MCPL's role as an early leader in the use of social media tools such as Facebook and Twitter to market library events and materials, and provide public service. Increasing the number of Facebook Fans and Twitter Followers.**
- **Replaced our paper programming booklet with an electronic newsletter to reach out to more customers directly.**

### ❖ **Continuous Organizational Development Strategic Plan Goals**

- **MCPL senior and branch managers are utilizing a formal Census analysis of County demographics to reshape and redesign MCPL programming, materials, outreach, and other services to keep up with the changing needs of the County's very diverse and dynamic population (Partnership with the United States Census Bureau).**
- **Partnered with the Department of Correction and Rehabilitation to implement a Book Repair Project that gives new life to well-worn MCPL books at no cost to the department.**
- **Dedicated Staff Development Day 2012 to the theme of civility, how to safely manage disruptive behavior, and how to best utilize County resources to respond to common occurrences of this behavior in the library system.**

### ❖ **Productivity Improvements**

- **Successfully hired over 60 new employees to fill new and vacant positions, creating a new centralized training model to efficiently train them, ensuring they are ready to provide high-level customer service sooner, and minimize disruptions to customer-service operations.**
- **Implemented an online account renewal system (reducing paper and processing time).**
- **Implementing new service models at library branches that improve customer service, speed of transactions, and accuracy. Examples include moving the location of book returns, consolidating service desks into one location, and having librarians walk throughout the library branch to help customers (similar to the way service is provided in retail stores).**

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## PROGRAM CONTACTS

Contact Eric Carzon of the Department of Public Libraries at 240.777.0048 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Branch Library Services**

Library Services are available to all County residents, Maryland residents, and those working in Montgomery County, free of charge. Customers use these services to help their children prepare to learn and grow; those children contribute to an economically vibrant and vital community. Library services to the public are provided at 20 library branches, plus the Montgomery County Correctional Facility Library, the Noyes Library for Young Children, the Gaithersburg Interim Branch at Lakeforest Mall, the MCPLEXPRESS@Olney kiosk installation at the Longwood Community Center, and electronically through the library's website.

Services available include:

- Circulation of library materials and management of customer accounts (via staff at branches, email, and the telephone);
- Information services, including reader's advisory, research and homework assistance, questions about library materials, and questions about how to access information related to other government services (available in person, via the Internet, email, chat, and via telephone);
- Information services via the department and State of Maryland Ask-a-Librarian collaboration (questions answered via telephone, email, and chat);
- Access to online reference information at library branches or anywhere with a computer;
- Early Literacy programs that emphasize to children and caregivers the skills and behaviors needed to be "Ready-to-Learn" by age five, in coordination with the Maryland State Department of Education and all Maryland library systems;
- Facilitation of other programming done by staff, volunteers, or community organizations in a variety of areas of interest to the residents of Montgomery County;
- Interim library resources for libraries under renovation (when resources allow);
- Automated library services "Beyond-Our-Walls" via book and media dispensing devices, reserve lockers, and return book drops;
- A variety of formally booked (via the Community Use for Public Facilities agency) and informally available meeting, study room, and table and seating spaces that support a wide variety of community needs including English language learning, basic literacy tutoring, academic and research pursuits, socialization, culture, education, and civic engagement;
- Public Access Catalog for accessing, searching, and discovering information in the libraries' collections, including on-line databases, e-books, and e-magazines (available at computers in library branches and also available 24 hours per day via the Internet);
- Access to hundreds of computers that are attached to the Internet;
- Access to office productivity software at general public computers and in lab settings for job search, resume writing, completing applications, and other activities;
- Internet access via Wi-Fi during open hours; and
- Automated phone and website renewal (24 hours per day, 7 days a week).

Materials and specific services are also provided to customers who have targeted information or materials needs or who require assistance or materials formats that differ from mainstream books and media. Some of these services include:

- New Americans, especially those new to English, and those who need to read materials in other languages - collections in Spanish, Chinese, Vietnamese, French, and Korean are provided in selected branches.
- Language learning labs with specialized software, and volunteer English conversation clubs, which assist residents in practicing their English skills. Library staffs are formally certified to provide services in several languages, to better assist residents with limited English proficiency.
- Incarcerated persons – The Montgomery County Correctional Facility Library provides law materials for inmates, as well as recreational and informational reading materials.
- Adult beginning readers – The Literacy Council of Montgomery County, which receives substantial funding from the County to conduct basic literacy and English as a Second Language support, provides tutorial services for adult beginning readers, which is complemented by adult beginning-to-read materials in many libraries.
- Persons with disabilities – All library staff are trained to better facilitate providing the information and reading needs of people with disabilities, their family members, caretakers, students, and service providers. Each branch has a basic level of equipment and staff training; and an enhanced focus on equipment, materials, programming, and outreach is provided at the Disability Resource Center at the Rockville Memorial Library.
- Economically vulnerable, new job seekers, socially vulnerable, the homeless – Libraries provide job and career development resources, assistance, and help in navigating government services and providing information about the community.
- Children - Noyes Library for Young Children - This library serves as a systemwide resource and model library for early learning and early literacy.

Staff in Branch Library Services also support the management of the collection at each branch, and contribute to virtually provided

services, in both the provision of content for the department's web page and contributing time to the Ask-a-Librarian phone, chat, and e-mail reference support services. Managers and staff in this program support system partnerships, outreach, and programming, and perform some of these activities within their specific communities.

| <b>Program Performance Measures</b>   | <b>Actual<br/>FY11</b> | <b>Actual<br/>FY12</b> | <b>Estimated<br/>FY13</b> | <b>Target<br/>FY14</b> | <b>Target<br/>FY15</b> |
|---|------------------------|------------------------|---------------------------|------------------------|------------------------|
| Information Questions Answered In Branches <sup>1</sup>   | 1,031,670              | 1,216,181              | 1,241,598                 | 1,440,651              | 1,498,630              |
| Internet/computer session utilization <sup>2</sup>  | 748,430                | 558,938                | 551,198                   | 637,792                | 696,761                |
| Library Holds Fulfilled <sup>3</sup>  | 578,180                | 565,529                | 532,992                   | 588,712                | 592,540                |
| Library Material used in a library <sup>4</sup>   | 1,067,070              | 1,007,508              | 1,031,228                 | 1,173,202              | 1,218,315              |
| Number of items checked out (circulation) <sup>5</sup>  | 10,137,952             | 9,403,471              | 9,541,609                 | 10,539,919             | 11,371,095             |
| Number of library visits <sup>6</sup>   | 5,722,203              | 4,894,525              | 4,677,147                 | 5,329,558              | 5,569,114              |
| Percentage of Library customers satisfied based on the Library customer survey results <sup>7</sup> | 91                     | NA                     | 92                        | NA                     | 93                     |

<sup>1</sup> Questions answered in person and via telephone at all branches. Questions answered in branches is projected to increase in FY13 with restoration of service hours and in FY14 and FY15 with the re-opening of Gaithersburg and Olney branches, and increased library hours at Poolesville and Long Branch libraries.

<sup>2</sup> FY13 sessions are projected to decrease slightly based upon current usage. FY14 and FY15 sessions are projected to increase with the re-opening of the Gaithersburg and Olney branches and increased service hours at Poolesville and Long Branch libraries.

<sup>3</sup> Includes library items placed on hold by customers that were fulfilled during the fiscal year. FY13 holds are projected to decrease based upon current activity. FY14 and FY15 holds are projected to increase with the re-opening of the Gaithersburg and Olney branches and increased service hours at Poolesville and Long Branch libraries.

<sup>4</sup> Per a method used nationally, library branches survey all materials used and not checked out, and an extrapolation of the data is made to estimate annual use of library materials within the branches. Activity in FY14 and FY15 is projected to increase with the re-opening of Gaithersburg and Olney branches.

<sup>5</sup> FY13 monthly circulation is decreasing less (2.5%) than it was in FY11 (16%) and FY12 (7%). Circulation is projected to increase in FY14 and FY15 with increased library hours, funding for library materials including e-books, and the reopening of Gaithersburg and Olney in FY14. Circulation includes print, media, e-books, e-audiobooks, and downloadable music.

<sup>6</sup> FY13 visits are projected to decrease slightly based on current data. FY14 and FY15 visits are projected to increase with the re-opening of the Gaithersburg and Olney branches and increased service hours at Poolesville and Long Branch libraries.

<sup>7</sup> Comprehensive customer service surveys were conducted in April 2008 and April 2011, with approximately 8,000 respondents per survey. The next comprehensive survey is planned for April 2013. Results are largely determined by customer satisfaction with materials, access to service hours, staffing levels, technology, and programs.

| <b>FY14 Approved Changes</b>  | <b>Expenditures</b> | <b>FTEs</b>   |
|---|---------------------|---------------|
| <b>FY13 Approved</b>  | <b>20,654,862</b>   | <b>266.76</b> |
| Enhance: Gaithersburg Library Reopening   | 1,110,131           | 19.28         |
| Enhance: Olney Library Reopening  | 884,941             | 14.57         |
| Add: Long Branch: Create Digital Media Lab and Purchase Loaner Laptops  | 30,000              | 0.00          |
| Increase Cost: Gaithersburg Interim Lease Extension   | 29,164              | 0.00          |
| Enhance: Increase Public Service Hours at Poolesville Library from 42 to 46 per week  | 26,000              | 0.63          |
| Enhance: Add Sunday Hours at Long Branch Library  | 20,000              | 0.50          |
| Increase Cost: Motor Pool Adjustment  | 19,500              | 0.00          |
| Increase Cost: Printing and Mail Adjustment   | 4,115               | 0.00          |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 339,864             | -2.50         |
| <b>FY14 Approved</b>  | <b>23,118,577</b>   | <b>299.24</b> |

## **Administration, Virtual Services, Outreach and Operation Support**

The Office of the Director oversees strategic planning and evaluation of services, policy development and direction, human resources and personnel, technology, branch operations, collection management, 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 and community outreach. The Director's Office directly manages the Technology Management Team, Business Office, the Collection Development Manager, and two Public Services Administrators. Planning for future information technology and the introduction of new services is led by the Director's Office and involves all programs in the department.

Public Services Administrators (PSA) oversee and support the day-to-day operations of the library's branches. The PSA for Branch Operations is responsible for branch policy and procedures; customer service and program delivery for children, young adults and adults (including Early Childhood Literacy and Summer Reading); training; and program evaluation. The PSA for Strategic Planning, Facilities, and Virtual Services is responsible for the department's Strategic Plan, Facilities Strategic Plan, Continuity of Operations Planning, program statistics and analysis, and virtual services unit. The PSA manages department 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.

The Virtual Services unit 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 and is responsible for development and management of the

Department's website and social media efforts (Facebook, Twitter, Blogs). The Virtual Services unit creates topical guides for popular subjects called "LibGuides", and answers frequently asked questions.

The Technology Management Team manages the department's information technology assets, including the circulation control system, Public Access Catalog, network configuration, application servers, and public access to the Internet at more than 470 public computers and "Wi-Fi Hotspots" located at each branch. The team provides technology support to all branches and units in the department and is the department's liaison with the County Department of Technology Services.

The Business Office manages administrative support functions, including contracts, budget, fiscal administration, operations support contracts, grant management, time card reporting, revenue management, and supply purchasing.

| <b>Program Performance Measures</b>                     | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Estimated FY13</b> | <b>Target FY14</b> | <b>Target FY15</b> |
|---|--------------------|--------------------|-----------------------|--------------------|--------------------|
| Cost per circulation <sup>1</sup>                       | 2.85               | 3.09               | 3.29                  | 3.29               | 3.13               |
| Number of visits to the library's website <sup>2</sup>  | 3,411,700          | 3,891,952          | 3,950,331             | 4,029,338          | 4,150,218          |
| Questions Answered by Virtual Technologies <sup>3</sup> | 321,790            | 49,822             | 53,691                | 58,472             | 63,731             |

<sup>1</sup> FY13 monthly circulation is decreasing less (2.5%) than it was in FY11 (16%) and FY12 (7%). Circulation is projected to increase in FY14 and FY15 with increased library hours, funding for library materials including e-books, and the reopening of Gaithersburg and Olney in FY14. Circulation includes print, media, e-books, e-audiobooks, and downloadable music.

<sup>2</sup> Visits to the web-site currently measure unique visits to the MCPL web-site, including "Library Guides." MCPL can't currently count mobile apps usage, social media usage, Wi-Fi usage, or computer lab usage. These are data points that may be included in future measures. Activity is projected to increase 1.5% in FY13, 2% in FY14, and 3% in FY15.

<sup>3</sup> In FY11 this measure included visits to "MCPL Library Guides." Those visits will now be listed under visits to the MCPL web-site. Otherwise, this measure reports on questions answered with virtual technologies that include via Email, chat, frequently asked questions on the web, and in the future may include Twitter, Facebook, Text, or other virtual methods

| <b>FY14 Approved Changes</b>  | <b>Expenditures</b> | <b>FTEs</b>  |
|---|---------------------|--------------|
| <b>FY13 Approved</b>  | <b>4,358,045</b>    | <b>28.10</b> |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 37,435              | -1.10        |
| <b>FY14 Approved</b>  | <b>4,395,480</b>    | <b>27.00</b> |

## Collection Management

The Collection Management program provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, and eAudiobooks. The Collection Development Unit is responsible for planning the inclusion of new formats, and the evaluation of collections in relation to community information needs. Collections are purchased for English learners, as well as collections in Spanish, Chinese, Vietnamese, French, Korean, and Russian. The materials delivery service delivers new materials, customer requested items, and returned materials among MCPL branches and between several jurisdictions in the region. The cataloging and processing unit prepares all library materials for use in the branches. 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.

| <b>Program Performance Measures</b>                            | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Estimated FY13</b> | <b>Target FY14</b> | <b>Target FY15</b> |
|--|--------------------|--------------------|-----------------------|--------------------|--------------------|
| Circulation of library materials per capita <sup>1</sup>       | 10.44              | 9.5                | 9.56                  | 10.46              | 11.18              |
| Library visits per capita <sup>2</sup>                         | 5.89               | 4.9                | 4.68                  | 5.29               | 5.48               |
| Retrieve an electronic database record or article <sup>3</sup> | 2,063,010          | 1,453,979          | 1,497,598             | 1,542,526          | 1,588,802          |

<sup>1</sup> FY13 monthly circulation is decreasing less (2.5%) than it was in FY11 (16%) and FY12 (7%). Circulation is projected to increase in FY14 and FY15 with increased library hours, funding for library materials including e-books, and the reopening of Gaithersburg and Olney in FY14. Circulation includes print, media, e-books, e-audiobooks, and downloadable music.

<sup>2</sup> FY13 visits are projected to decrease slightly based on current data. FY14 and FY15 visits are projected to increase with the re-opening of the Gaithersburg and Olney branches and increased service hours at Poolesville and Long Branch libraries.

<sup>3</sup> Database records include addresses/information on businesses, journal articles, specialized eBooks (technical manuals, etc.), and other electronic content. Does not include eBooks and eAudiobooks (described elsewhere).

| <b>FY14 Approved Changes</b>  | <b>Expenditures</b> | <b>FTEs</b>  |
|---|---------------------|--------------|
| <b>FY13 Approved</b>  | <b>6,402,184</b>    | <b>19.10</b> |
| Add: Strategic Plan: Invest in e-Books to Address Growth in Demand  | 300,000             | 0.00         |
| Increase Cost: Driver Position to Transport Books Between Branches  | 55,160              | 1.00         |
| Increase Cost: Annualization of FY13 Operating Expenses   | 12,540              | 0.00         |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 537,933             | 3.60         |
| <b>FY14 Approved</b>  | <b>7,307,817</b>    | <b>23.70</b> |

## BUDGET SUMMARY

|   | Actual<br>FY12    | Budget<br>FY13    | Estimated<br>FY13 | Approved<br>FY14  | % Chg<br>Bud/App |
|---|-------------------|-------------------|-------------------|-------------------|------------------|
| <b>COUNTY GENERAL FUND</b>                    |                   |                   |                   |                   |                  |
| <b>EXPENDITURES</b>                           |                   |                   |                   |                   |                  |
| Salaries and Wages                            | 17,138,706        | 17,982,426        | 17,574,455        | 19,632,540        | 9.2%             |
| Employee Benefits                             | 6,521,846         | 7,402,585         | 7,218,965         | 8,756,735         | 18.3%            |
| <b>County General Fund Personnel Costs</b>    | <b>23,660,552</b> | <b>25,385,011</b> | <b>24,793,420</b> | <b>28,389,275</b> | <b>11.8%</b>     |
| Operating Expenses                            | 5,373,129         | 5,977,790         | 6,137,790         | 6,380,309         | 6.7%             |
| Capital Outlay                                | 0                 | 0                 | 0                 | 0                 | —                |
| <b>County General Fund Expenditures</b>       | <b>29,033,681</b> | <b>31,362,801</b> | <b>30,931,210</b> | <b>34,769,584</b> | <b>10.9%</b>     |
| <b>PERSONNEL</b>                              |                   |                   |                   |                   |                  |
| Full-Time                                     | 167               | 172               | 172               | 190               | 10.5%            |
| Part-Time                                     | 169               | 180               | 180               | 196               | 8.9%             |
| FTEs  | 285.50            | 312.96            | 312.96            | 348.94            | 11.5%            |
| <b>REVENUES</b>                               |                   |                   |                   |                   |                  |
| Facility Rental Fees                          | 5,027             | 12,000            | 12,000            | 12,000            | —                |
| Library Fees                                  | 24,384            | 600               | 600               | 600               | —                |
| Library Fines                                 | 1,176,084         | 1,415,220         | 1,421,220         | 1,421,220         | 0.4%             |
| Miscellaneous Revenues                        | 198,302           | 240,000           | 240,000           | 240,000           | —                |
| State Reimbursement: Library Operations       | 2,720,480         | 2,721,000         | 2,721,000         | 2,720,976         | 0.0%             |
| State Reimbursement: Library Staff Retirement | 2,472,665         | 2,618,000         | 2,618,000         | 2,618,000         | —                |
| Other Fines/Forfeitures                       | 0                 | 16,000            | 10,000            | 10,000            | -37.5%           |
| Other Intergovernmental                       | 16                | 20,000            | 20,000            | 20,000            | —                |
| <b>County General Fund Revenues</b>           | <b>6,596,958</b>  | <b>7,042,820</b>  | <b>7,042,820</b>  | <b>7,042,796</b>  | <b>0.0%</b>      |
| <b>GRANT FUND MCG</b>                         |                   |                   |                   |                   |                  |
| <b>EXPENDITURES</b>                           |                   |                   |                   |                   |                  |
| Salaries and Wages                            | 84,277            | 37,427            | 37,427            | 37,427            | —                |
| Employee Benefits                             | 21,492            | 2,863             | 2,863             | 2,863             | —                |
| <b>Grant Fund MCG Personnel Costs</b>         | <b>105,769</b>    | <b>40,290</b>     | <b>40,290</b>     | <b>40,290</b>     | —                |
| Operating Expenses                            | 2,171             | 12,000            | 12,000            | 12,000            | —                |
| Capital Outlay                                | 0                 | 0                 | 0                 | 0                 | —                |
| <b>Grant Fund MCG Expenditures</b>            | <b>107,940</b>    | <b>52,290</b>     | <b>52,290</b>     | <b>52,290</b>     | —                |
| <b>PERSONNEL</b>                              |                   |                   |                   |                   |                  |
| Full-Time                                     | 0                 | 0                 | 0                 | 0                 | —                |
| Part-Time                                     | 2                 | 1                 | 1                 | 0                 | —                |
| FTEs  | 2.50              | 1.00              | 1.00              | 1.00              | —                |
| <b>REVENUES</b>                               |                   |                   |                   |                   |                  |
| Federal Grants                                | 3,304             | 0                 | 0                 | 0                 | —                |
| State Grants                                  | 104,636           | 52,290            | 52,290            | 52,290            | —                |
| <b>Grant Fund MCG Revenues</b>                | <b>107,940</b>    | <b>52,290</b>     | <b>52,290</b>     | <b>52,290</b>     | —                |
| <b>DEPARTMENT TOTALS</b>                      |                   |                   |                   |                   |                  |
| <b>Total Expenditures</b>                     | <b>29,141,621</b> | <b>31,415,091</b> | <b>30,983,500</b> | <b>34,821,874</b> | <b>10.8%</b>     |
| <b>Total Full-Time Positions</b>              | <b>167</b>        | <b>172</b>        | <b>172</b>        | <b>190</b>        | <b>10.5%</b>     |
| <b>Total Part-Time Positions</b>              | <b>171</b>        | <b>181</b>        | <b>181</b>        | <b>196</b>        | <b>8.3%</b>      |
| <b>Total FTEs</b>                             | <b>288.00</b>     | <b>313.96</b>     | <b>313.96</b>     | <b>349.94</b>     | <b>11.5%</b>     |
| <b>Total Revenues</b>                         | <b>6,704,898</b>  | <b>7,095,110</b>  | <b>7,095,110</b>  | <b>7,095,086</b>  | <b>0.0%</b>      |

## FY14 APPROVED CHANGES

|  | Expenditures      | FTEs          |
|--|-------------------|---------------|
| <b>COUNTY GENERAL FUND</b>   |                   |               |
| <b>FY13 ORIGINAL APPROPRIATION</b>   | <b>31,362,801</b> | <b>312.96</b> |
| <b><u>Changes (with service impacts)</u></b>   |                   |               |
| Enhance: Gaithersburg Library Reopening [Branch Library Services]  | 1,110,131         | 19.28         |
| Enhance: Olney Library Reopening [Branch Library Services]   | 884,941           | 14.57         |
| Add: Strategic Plan: Invest in e-Books to Address Growth in Demand [Collection Management]                     | 300,000           | 0.00          |
| Add: Long Branch: Create Digital Media Lab and Purchase Loaner Laptops [Branch Library Services]               | 30,000            | 0.00          |
| Enhance: Increase Public Service Hours at Poolesville Library from 42 to 46 per week [Branch Library Services] | 26,000            | 0.63          |
| Enhance: Add Sunday Hours at Long Branch Library [Branch Library Services]                                     | 20,000            | 0.50          |
| <b><u>Other Adjustments (with no service impacts)</u></b>  |                   |               |
| Increase Cost: FY14 Compensation Adjustment  | 854,219           | 0.00          |
| Increase Cost: Group Insurance Adjustment  | 677,764           | 0.00          |
| Increase Cost: Retirement Adjustment   | 254,255           | 0.00          |
| Increase Cost: Other Labor Contract Costs  | 75,426            | 0.00          |
| Increase Cost: Driver Position to Transport Books Between Branches [Collection Management]                     | 55,160            | 1.00          |
| Increase Cost: Gaithersburg Interim Lease Extension [Branch Library Services]                                  | 29,164            | 0.00          |
| Increase Cost: Motor Pool Adjustment [Branch Library Services]   | 19,500            | 0.00          |
| Increase Cost: Annualization of FY13 Operating Expenses [Collection Management]                                | 12,540            | 0.00          |
| Increase Cost: Printing and Mail Adjustment [Branch Library Services]  | 4,115             | 0.00          |
| Increase Cost: Annualization of FY13 Personnel Costs   | -411,885          | 0.00          |
| Decrease Cost: Elimination of FY13 \$2,000 Lump Sum  | -534,547          | 0.00          |
| <b>FY14 APPROVED:</b>  | <b>34,769,584</b> | <b>348.94</b> |
| <b>GRANT FUND MCG</b>  |                   |               |
| <b>FY13 ORIGINAL APPROPRIATION</b>   | <b>52,290</b>     | <b>1.00</b>   |
| <b>FY14 APPROVED:</b>  | <b>52,290</b>     | <b>1.00</b>   |

## PROGRAM SUMMARY

| Program Name   | FY13 Approved     |               | FY14 Approved     |               |
|--|-------------------|---------------|-------------------|---------------|
|  | Expenditures      | FTEs          | Expenditures      | FTEs          |
| Branch Library Services  | 20,654,862        | 266.76        | 23,118,577        | 299.24        |
| Administration, Virtual Services, Outreach and Operation Support | 4,358,045         | 28.10         | 4,395,480         | 27.00         |
| Collection Management  | 6,402,184         | 19.10         | 7,307,817         | 23.70         |
| <b>Total</b>   | <b>31,415,091</b> | <b>313.96</b> | <b>34,821,874</b> | <b>349.94</b> |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department            | Charged Fund        | FY13    |      | FY14    |      |
|-------------------------------|---------------------|---------|------|---------|------|
|                               |                     | Total\$ | FTEs | Total\$ | FTEs |
| <b>COUNTY GENERAL FUND</b>    |                     |         |      |         |      |
| Correction and Rehabilitation | County General Fund | 116,720 | 1.70 | 132,659 | 1.70 |

