
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 FY13 Operating Budget for the Department of Public Libraries is \$31,415,091, an increase of \$2,939,791 or 10.3 percent from the FY12 Approved Budget of \$28,475,300. Personnel Costs comprise 80.9 percent of the budget for 172 full-time positions and 181 part-time positions for 313.96 FTEs. Operating Expenses account for the remaining 19.1 percent of the FY13 budget.

LINKAGE TO COUNTY RESULT AREAS

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

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

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY12 estimates reflect funding based on the FY12 approved budget. The FY13 and FY14 figures are performance targets based on the FY13 approved budget and funding for comparable service levels in FY14.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Increase Library operating hours, including additional hours on Sundays.***
- ❖ ***Increase print and electronic materials available at Libraries.***
- ❖ ***Conducted new Customer Satisfaction Survey to improve service in April 2011 and received almost 8,000+ responses.***
- ❖ ***Implemented the new Policies and Procedures Manual as a source authority and guide for the implementation of day-to-day delivery of library services.***
- ❖ ***Montgomery County Correctional Facility (MCCF) Library celebrated a 35 year partnership between the Departments of Public Libraries and Correction and Rehabilitation.***
- ❖ ***Successfully opened the Gaithersburg Interim Library located in the Lakeforest Mall to provide services to the Gaithersburg community during the renovation of the permanent library.***

- ❖ **Created the Senior and Disability Steering Committees to better address services, programming, and staff training and communication in these areas. Also provided dedicated space in branches for handouts and flyers relevant to Seniors.**
- ❖ **Completed enhancement of Teen Facebook page.**
- ❖ **Used social networking tools such as Twitter and Facebook to regularly connect with the community and highlight library news and information.**
- ❖ **Provided system-wide programs in business, resume writing and job searching.**
- ❖ **Created a "Laptop Lane" at the Wheaton Library in order to provide additional public space for Wi-Fi users.**
- ❖ **Increased purchase of downloadable materials to respond to and support a 45 percent increase in the circulation of e-Books and downloadable audiobooks.**
- ❖ **Launched Bookmyne, MCPL's first mobile application for iPhone and iPad users.**
- ❖ **Provided support for early literacy and school readiness through preschool storytime programs and other early literacy activities.**
- ❖ **Productivity Improvements**
 - **Developed a "road-show" presentation on the library system's web-site and on-line Library content guides (LibGuides) that was used to educate library volunteers (Friends of the Library, Library Advisory Committees) on these services, improving marketing and customer education about services.**
 - **Added a Circulation Steering committee to existing Children's, Adult, and Teen Service Steering Committees to coordinate system-wide programming and service efforts and identify process and efficiency improvements.**
 - **Restructured the Summer Reading Program using software to provide online registration and book logging.**
 - **Upgraded Wi-Fi system.**
 - **Completed major upgrade of the Integrated Library System (ILS) to improve catalog access and check-out capability for customers and staff.**
 - **Successfully implemented a grant funded computer management program that improved the stability and security of library computers used by the public, while reducing related service calls by 75 percent.**
 - **Created content rich resources for online users including Library Guides (LibGuides) and the FAQ (Frequently Asked Questions) system on the library web page.**
 - **Successfully integrated use of workload study methodology to deploy and redeploy staff based on workload, vacancies, long-term absences, skill set requirements, and resources available.**
 - **Successfully continued the County's Green Initiative through reductions in printing and the initiation of online work processes.**

PROGRAM CONTACTS

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

PROGRAM DESCRIPTIONS

Collection 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.

Program Performance Measures	Actual FY10	Actual FY11	Estimated FY12	Target FY13	Target FY14
Circulation of library materials per capita ¹	12.53	10.44	9.63	10.23	11.68
Library visits per capita ²	8.98	5.89	5.85	6.09	7.46
Retrieve an electronic database record or article ³	NA	2,063,010	2,063,010	2,124,900	2,209,900

¹ FY11 circulation decreased by 16%. FY12 circulation is down 10% at mid-year, but the monthly decrease is lessening. Circulation is projected to increase in FY13 and FY14 in response to restored materials and hours in FY13, and the reopening of Gaithersburg and Olney in FY14.

² FY11 and FY12 visits are projected to decrease based upon analysis of data from Spring/Summer 2010, and the closure of both Olney and Gaithersburg branches for renovation. FY13 visits are projected to increase with hours and materials restoration. FY14 visits are projected to increase due to the re-opening of the Gaithersburg and Olney branches.

³ Database records include addresses/information on businesses, journal articles, specialized eBooks (technical manuals, etc.), and other electronic content. Use projected to increase 3% in FY13, and 4% in FY14. Does not include eBooks and eAudiobooks (described elsewhere).

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	5,633,720	16.00
Enhance: Increase materials	500,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	268,464	3.10
FY13 Approved	6,402,184	19.10

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; they 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, and electronically through the library's website.

Services available include:

- Circulation of library materials and management of customer accounts;
- Information services, including reader's advisory, research/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);
- 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 important for reading readiness;
- Facilitation of other programming done by staff, volunteers, or community organizations in a variety of areas of interest to the residents of Montgomery County;
- A variety of formally booked (via the Community Use for Public Facilities agency) and informally available meeting, study room, and table/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 access to the collection and online databases (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, and programming/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 this program also support the management of the collection at each branch, and contribute to the efforts of the Virtual Services branch 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.

Program Performance Measures	Actual FY10	Actual FY11	Estimated FY12	Target FY13	Target FY14
Information Questions Answered In Branches ¹	1,094,580	1,031,670	980,090	1,029,090	1,132,000
Internet/computer session utilization ²	966,385	748,430	748,430	785,850	864,440
Library Holds Fulfilled ³		578,180	636,000	664,910	664,910
Library Material used in a library ⁴		1,067,070	1,067,070	1,120,420	1,232,460
Non-Information Questions Answered in Branches ⁵		222,065	222,070	233,170	256,490
Number of items checked out (circulation) ⁶	12,105,851	10,137,952	9,428,300	10,088,280	11,601,520
Number of library visits ⁷	8,671,615	5,722,203	5,711,200	6,008,310	7,408,310
Percentage of Library customers satisfied based on the Library customer survey results ⁸	96	91	91	91	TBD

¹ Questions answered in branches is projected to increase in FY13 with restoration of service hours and in FY14 with the re-opening of Gaithersburg and Olney branches. The total number of information questions answered in branches, by virtual services, plus non-information questions, is estimated to be 1.5 million questions answered in FY12.

² FY11 - FY12 are projected to be lower based upon closure of the Gaithersburg and Olney branches for renovation and the reduction of library service hours. FY13 sessions are projected to increase with hours restoration. FY14 sessions are projected to increase with the re-opening of the Gaithersburg and Olney branches.

³ Includes library items placed on hold by customers that were fulfilled during the fiscal year.

⁴ Per a method used nationally, library branches survey all materials used in the branch and not checked out, and an extrapolation of the data is made to estimate annual use of library materials within the branches.

⁵ Includes directional questions, other questions that do not directly seek information on library materials or how to use library technology.

⁶ FY11 circulation decreased by 16%. FY12 circulation is down 10% at mid-year, but the monthly decrease is lessening. Circulation is projected to increase in FY13 and FY14 in response to restored materials and hours and FY13, and the reopening of Gaithersburg and Olney in FY14.

⁷ FY11 reflects closure of Olney and Gaithersburg branches for renovation. An increase is expected in FY14 when those branches re-open. Library visits methods and machinery used to estimate visits are being reviewed. Potential issues with the machinery and/or data collection may result in revision of visits figures.

⁸ 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.

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	18,732,820	244.10
Enhance: Restore Library Hours: Add eight hours per week at Bethesda, Rockville, Germantown, Quince Orchard, and Wheaton	582,750	11.70
Enhance: Increase Sunday Service Hours from four to five	71,980	0.90
Increase Cost: County funding of Noyes	60,000	1.45
Increase Cost: Weekday & Saturday Substitute Staffing	16,110	0.50
Enhance: Add two Sundays for a total of 47 open per year	8,460	0.20
Decrease Cost: Convert Vacant Library Assistant to Program Specialist	-19,949	0.00
Decrease Cost: County funding of Noyes	-70,000	-1.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	1,272,691	9.41
FY13 Approved	20,654,862	266.76

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, Public Services Administrators, Virtual Services Branch, and the Marketing and Outreach Coordinator. 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.

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 and is responsible for development and management of the Department's website. The branch includes the Ask-a-Librarian (telephone, email, chat) information service.

The Business Office manages administrative support functions, including contracts, budget, fiscal administration, revenues, payroll, and supply purchasing. The Technology Management Team provides 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 at more than 470 public computers and "Wi-Fi Hotspots" located at each branch.

The Marketing and Outreach coordinator supports grant development; community outreach; and volunteer services.

Public Services Administrators oversee and support the day-to-day operations of the library's branches. They are 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; and program evaluation. They also responsible for the department's Strategic plan, Facilities Strategic Plan, Continuity of Operations Planning, and program statistics and analysis. They manage 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.

Program Performance Measures	Actual FY10	Actual FY11	Estimated FY12	Target FY13	Target FY14
Cost per circulation ¹	2.99	2.85	3.01	3.09	2.87
Number of visits to the library's website ²	3,472,400	3,411,700	3,411,700	3,411,700	3,411,700
Questions Answered by Virtual Services ³	NA	321,790	321,790	321,790	321,790

¹ FY11 circulation decreased by 16%. FY12 circulation is down 10% at mid-year, but the monthly decrease is lessening. Circulation is projected to increase in FY13 and FY14 in response to restored materials and hours in FY12 and FY13, and the reopening of Gaithersburg and Olney in FY14.

² Based on Google Analytics report data from the Department of Technology Services. FY11 excludes e-Book circulation and questions answered virtually, which are noted elsewhere.

³ Questions answered virtually include via Email, chat, telephone, Web Frequently Asked Questions, MCPL LIB Webguide, and Reader's Cafe web site.

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	4,108,760	27.90
Enhance: Literacy classes - Literacy Council	29,610	0.00
Decrease Cost: Switch from Post Cards to Phone Notices for Holds	-7,800	0.00
Decrease Cost: Eliminate selling Headsets and Bags	-8,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	235,475	0.20
FY13 Approved	4,358,045	28.10

BUDGET SUMMARY

	Actual FY11	Budget FY12	Estimated FY12	Approved FY13	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,684,632	16,809,970	17,043,002	17,982,426	7.0%
Employee Benefits	6,930,072	6,057,730	6,522,839	7,402,585	22.2%
County General Fund Personnel Costs	24,614,704	22,867,700	23,565,841	25,385,011	11.0%
Operating Expenses	4,247,187	5,485,310	5,485,311	5,977,790	9.0%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	28,861,891	28,353,010	29,051,152	31,362,801	10.6%
PERSONNEL					
Full-Time	174	167	167	172	3.0%
Part-Time	176	169	169	180	6.5%
FTEs	289.30	285.50	285.50	312.96	9.6%
REVENUES					
Facility Rental Fees	10,872	12,000	12,000	12,000	—
Library Fees	9,822	600	600	600	—
Library Fines	1,123,242	1,415,220	1,125,000	1,415,220	—
Mail Revenues	-685	0	0	0	—
Miscellaneous Revenues	210,079	246,000	246,000	240,000	-2.4%
State Reimbursement: Library Operations	2,661,904	2,720,000	2,720,000	2,721,000	0.0%
State Reimbursement: Library Staff Retirement	2,371,000	2,813,910	3,081,000	2,618,000	-7.0%
Other Fines/Forfeitures	0	10,000	10,000	16,000	60.0%
Other Intergovernmental	28	20,000	20,000	20,000	—
County General Fund Revenues	6,386,262	7,237,730	7,214,600	7,042,820	-2.7%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	68,621	88,040	88,040	37,427	-57.5%
Employee Benefits	16,676	22,250	22,250	2,863	-87.1%
Grant Fund MCG Personnel Costs	85,297	110,290	110,290	40,290	-63.5%
Operating Expenses	24,381	12,000	12,000	12,000	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	109,678	122,290	122,290	52,290	-57.2%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	1	-50.0%
FTEs	1.60	2.50	2.50	1.00	-60.0%
REVENUES					
Federal Grants	3,396	0	0	0	—
State Grants	106,282	122,290	122,290	52,290	-57.2%
Grant Fund MCG Revenues	109,678	122,290	122,290	52,290	-57.2%
DEPARTMENT TOTALS					
Total Expenditures	28,971,569	28,475,300	29,173,442	31,415,091	10.3%
Total Full-Time Positions	174	167	167	172	3.0%
Total Part-Time Positions	178	171	171	181	5.8%
Total FTEs	290.90	288.00	288.00	313.96	9.0%
Total Revenues	6,495,940	7,360,020	7,336,890	7,095,110	-3.6%

FY13 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY12 ORIGINAL APPROPRIATION	28,353,010	285.50
<u>Changes (with service impacts)</u>		
Enhance: Restore Library Hours: Add eight hours per week at Bethesda, Rockville, Germantown, Quince Orchard, and Wheaton [Branch Library Services]	582,750	11.70
Enhance: Increase materials [Collection Management]	500,000	0.00
Enhance: Increase Sunday Service Hours from four to five [Branch Library Services]	71,980	0.90
Enhance: Literacy classes - Literacy Council [Administration, Virtual Services, Outreach and Operation Support]	29,610	0.00
Enhance: Add two Sundays for a total of 47 open per year [Branch Library Services]	8,460	0.20
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Retirement Adjustment	588,784	0.00
Increase Cost: Lump Sum Wage Adjustment	534,547	0.00
Increase Cost: Group Insurance Adjustment	513,843	0.00
Increase Cost: Reduce Lapse to 3%	365,700	0.00
Increase Cost: County funding of Noyes [Branch Library Services]	60,000	1.45
Increase Cost: Longevity Adjustment	23,386	0.00
Increase Cost: Weekday & Saturday Substitute Staffing [Branch Library Services]	16,110	0.50
Increase Cost: SIRSI Contract	7,020	0.00
Increase Cost: Public Copying/printing contract (Xerox)	2,380	0.00
Technical Adj: Conversion of WYs to FTEs in the New Hyperion Budgeting System; FTEs are No Longer Measured for Overtime and Lapse	0	12.71
Decrease Cost: Printing and Mail Adjustment	-3,200	0.00
Decrease Cost: Operating Expenses	-6,000	0.00
Decrease Cost: Motor Pool Rate Adjustment	-7,000	0.00
Decrease Cost: Switch from Post Cards to Phone Notices for Holds [Administration, Virtual Services, Outreach and Operation Support]	-7,800	0.00
Decrease Cost: Eliminate selling Headsets and Bags [Administration, Virtual Services, Outreach and Operation Support]	-8,000	0.00
Shift: Help Desk - Desk Side Support to the Desktop Computer Modernization NDA	-14,530	0.00
Decrease Cost: Convert Vacant Library Assistant to Program Specialist [Branch Library Services]	-19,949	0.00
Decrease Cost: Turnover Savings	-228,300	0.00
FY13 APPROVED:	31,362,801	312.96
GRANT FUND MCG		
FY12 ORIGINAL APPROPRIATION	122,290	2.50
<u>Other Adjustments (with no service impacts)</u>		
Decrease Cost: County funding of Noyes [Branch Library Services]	-70,000	-1.50
FY13 APPROVED:	52,290	1.00

PROGRAM SUMMARY

Program Name	FY12 Approved		FY13 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Collection Management	5,633,720	16.00	6,402,184	19.10
Branch Library Services	18,732,820	244.10	20,654,862	266.76
Administration, Virtual Services, Outreach and Operation Support	4,108,760	27.90	4,358,045	28.10
Total	28,475,300	288.00	31,415,091	313.96

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY12		FY13	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	County General Fund	118,550	1.70	116,720	1.70

