

MEMORANDUM

May 7, 2010

TO: County Council

FROM: Essie McGuire, Legislative Analyst *EMcGuire*

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

SUMMARY OF HEALTH AND HUMAN SERVICES COMMITTEE RECOMMENDATION

The HHS Committee met on April 14, 26, and May 5 to review the Executive's recommendation for the FY11 Operating Budget for the Department of Public Libraries. The Committee:

- Did not recommend any changes to the County Executive's March 15 budget submission;
- Accepted the County Executive's additional reductions submitted on April 22;
- Accepted a revised proposal to authorize a public-private partnership for the Noyes Library; and
- Reviewed possible scenarios for restructuring branch management, and requested that the scenarios come to the Council for further discussion (2-1, Councilmember Navarro supported Scenario I).

Those expected for this worksession include:

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

The County Executive's recommendation for the Department of Public Libraries is attached on circles 1-9.

OVERVIEW

In his March 15 budget submission, the County Executive recommended total expenditures of \$29,264,680 for Public Libraries, a decrease of \$8,464,840 or 22.4 percent from the FY10 approved budget of \$37,729,520. On April 22, the County Executive recommended additional reductions totaling \$593,000. Following the April 22 submission, the FY11 operating budget for Public Libraries would total \$28,671,680, a decrease of \$9,057,840 or 24% from the FY10 approved budget.

Table 1 below details the changes from the FY10 approved to the total FY11 recommendation (including the April 22 adjustments).

Table 1: Department of Public Libraries Operating Budget			
(in \$000's)	FY10 Approved	FY11 CE Rec.	%Change FY10-FY11
Expenditures:			
General Fund	37,569	28,619	-23.8%
Grant Fund	160	52	-68%
TOTAL Expenditures	37,729	28,671	-24.0%
Positions:			
Full-time	231	172	-25.5%
Part-time	197	176	-10.7%
TOTAL Positions	428	348	-18.7%
Workyears	386.9	297.3	-23.2%

The Executive's recommendation would eliminate a total of 80 positions and 89.6 workyears. Currently only 18 of the positions slated to be abolished are vacant. This is the second consecutive fiscal year in which the library department lost a significant number of positions. The FY10 budget had 53 fewer positions than the FY09 budget (although most of those eliminated positions were vacant, in contrast with this year).

This is the third consecutive fiscal year that the Library Department is taking significant program reductions. The only recommended increases in the FY11 library operating budget relate to personnel adjustments for retirement and health care. Summary Table 2 below groups all tax-supported changes according to increases, administrative and operating reductions, and program reductions. Again, this table includes both the March 15 and April 22 budget submissions. Both dollars and associated workyears are shown.

Table 2: FY11 Recommended Changes from FY10 Approved		
	\$000s	WY
Increases related to personnel adjustments		
Retirement Adjustment	\$319,250	
Group Insurance Adjustment	\$185,030	
Annualization of FY10 Personnel Costs	\$40,350	
Subtotal: same service adjustments	\$544,630	
Administrative and operating reductions		
Reduce publications, program advertising, and printing	-\$26,910	-0.5
Reduce support for Literacy Council by 20%	-\$29,610	
Reduce Planning and Evaluation Coordinator	-\$39,820	-0.5
Reduce marketing, press relations, program support	-\$62,940	-0.5
Reduce central administration for library operations	-\$80,000	-1.0
Reduce IT Specialist and equipment	-\$168,000	-1.0
Reduce Administrative Specialist II	-\$115,710	-1.0
Reduce Collection Development	-\$246,650	-2.0
Reduce materials processing	-\$325,640	-3.0
Decrease costs of motor pool, printing, mail, repairs	-\$162,130	
Decrease costs of certain administrative support	-\$124,950	-2.0
Discontinue MCPL as sub-regional State Talking Books Depository	-\$115,000	-1.5
Subtotal: general reductions	-\$1,497,360	-13.0
Program Reductions		
Reduce Pages, Sunday service, and other staff during Gaithersburg and Olney closing for construction	-\$1,765,360	-28.5
Re-purpose and replan Noyes Library	-\$65,110	-1.1
Reduce Sunday hours	-\$72,740	-1.0
Eliminate second Librarian for Disability Resource Ctr	-\$90,000	-1.0
Abolish Librarian II for Government Reference	-\$142,000	-1.0
Reduce Mobile Services	-\$224,710	-1.5
Decrease substitute and page staffing	-\$400,990	-5.0
Decrease costs due to furlough days	-\$745,000	-10.2
Reduce library operating hours by 8.7 percent overall	-\$1,978,760	-26.3
Reduce materials	-\$2,512,610	
Subtotal: program reductions	-\$7,997,280	-75.6
Grand Total: net decrease (tax supported)	-\$8,950,010	-88.6

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

FY11 EXPENDITURE ISSUES

I. POSITIONS

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

The County Executive's recommendation would eliminate a total of 80 positions and 89.6 workyears. Table 3 below shows the 10 year trends for approved positions and workyears.

Table 3: Library Positions FY01-FY11

	Total Library Op Budget	Appvd positions	Appvd WY
FY01	\$30,162,800	483	430.6
FY02	\$30,316,590	486	427.3
FY03	\$30,561,150	477	416.0
FY04	\$31,033,550	457	406.7
FY05	\$31,921,900	444	401.9
FY06	\$34,383,690	444	403.2
FY07	\$38,357,360	498	419.9
FY08	\$40,466,660	498	427.6
FY09	\$40,405,130	481	426.4
FY10	\$37,729,520	428	386.9
FY11	\$28,671,680	348	297.3

The FY11 recommendation is clearly well below the previous 10 year lows of FY05, FY06, and FY10, and is 135 positions and 133.3 workyears below the FY01 budget. MCPL has been operating below its approved complement for some time due to the hiring freezes and savings plans of the past few years. This budget recommendation would formally lower the staffing moving forward, rather than lapsing positions, and reduces library operations to better operate within the smaller personnel complement. *Specific program changes related to position reductions are discussed in later sections of this packet.*

Substitutes and Pages: The Executive recommends a 56% reduction in substitute hours. This is the third year in a row that the substitute budget has been reduced, from a total of \$735,000 in FY08 to the FY11 recommended level of \$263,710. The original FY10 budget supported approximately 28,700 substitute work hours; the FY10 savings plan reductions left approximately 24,540 substitute work hours in this year; the FY11 recommendation would support fewer than 14,000 substitute work hours.

Pages are temporary positions with frequent turnover that shelve books. The Executive's April 22 transmittal recommended a \$100,000 reduction to the page budget. The Committee discussed that this function cannot be filled with volunteer services, as it is a core library function, and that the reduction will mean slower return of books to the shelves for customers.

Council staff notes that the reduction in substitutes is a much larger proportional reduction (56%) than the reduction in library hours (8.7%, detailed below). The impact of this is likely to be that the system will be less consistently able to fill in services when an employee is absent for any reason. Service impact is likely to be desk staffing and program delivery, functions which can be temporarily suspended to cover circulation or other priorities.

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

II. HOURS REDUCTION AND RESTRUCTURING

The HHS Committee approved the Executive's recommended reductions associated with restructuring and reducing hours. The Committee also requested that Council staff develop scenarios for additional hours reductions. The Committee reviewed these scenarios, but did not recommend additional hours reductions. The Council staff scenarios are reproduced on circle 16 of the packet for Council reference.

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

A detailed description of the hours restructuring is attached on circles 10-11, and a list of the changes in hours for each individual branch is attached on circle 14. The proposal is to create three tiers of libraries, with 6 branches open 56 hours per week, 4 branches open 50 hours per week, and 9 branches open 46 hours per week. One branch (Poolesville) will be open 42 hours per week.

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

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

Circle 11 shows a chart of the position reductions associated with the hours reduction by job class. Most are full time (21 FT, 6 PT) and the largest single class reduction is Library

Assistant II. This class is reduced by seven positions, which is 37% of the approved FY10 total in the class (19 positions).

The Committee discussed that the 8.7% reduction in Public Service Hours reflects the total hours that would be available if all libraries were open as planned in the new tiered structure. **However, for FY11 Gaithersburg and Noyes will both be closed. As the chart on circle 14 shows, without these two libraries the total Public Service Hours for FY11 are actually reduced by 13.5%. In addition, the Olney Library will close mid-year for construction, and its hours reduction is not reflected on this chart. The actual service impact for FY11 will be fewer service hours than the reduced structure calls for, and even fewer than the actual 13.5% reduction for the second half of the fiscal year after Olney closes.** Council staff also notes that neither Gaithersburg nor Olney will reopen in FY12.

III. MATERIALS

The HHS Committee concurred with the Executive's recommended reductions for materials.

The Executive recommends a total reduction of \$2,512,630 for the materials budget for FY11, a reduction of 45% from the FY10 approved budget level. This reduction leaves a total materials budget of \$3,000,000 for FY11. The FY11 recommendation continues and increases by \$464,160 the mid-year reduction taken as part of the FY10 savings plans. Table 5 below shows the ten year trends for the materials budget.

Table 5: Library Materials Budgets FY01-FY11

	Total Library Operating Budget	Total Materials	Materials budget diff from prior year	Materials as % of total op bud
FY01	\$30,162,800	\$6,170,510		20.46%
FY02	\$30,316,590	\$6,062,510	-\$108,000	20.00%
FY03	\$30,561,150	\$5,012,510	-\$1,050,000	16.40%
FY04	\$31,033,550	\$4,830,475	-\$182,035	15.57%
FY05	\$31,921,900	\$5,017,700	\$187,225	15.72%
FY06	\$34,383,690	\$5,333,710	\$316,010	15.51%
FY07	\$38,357,360	\$5,931,710	\$598,000	15.46%
FY08	\$40,466,660	\$6,325,150	\$393,440	15.63%
FY09	\$40,405,130	\$6,125,150	-\$200,000	15.16%
FY10	\$37,729,520	\$5,512,630	-\$612,520	14.61%
FY11	\$28,671,680	\$3,000,000	-\$2,512,630	10.46%

This table shows that the FY11 recommendation is by far the largest year-to-year reduction in materials, is \$1.8 million below the previous ten year low in FY04, and is only 10% of the total budget compared to 20% in FY01 and FY02.

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

	Approved Budget	Savings Plan	Actual Expenditure
FY09	\$6,125,150	\$787,420	\$5,337,730
FY10	\$5,512,630	\$2,048,450	\$3,646,180
FY11	\$3,000,000		

MCPL describes the impact of this reduction in specific categories of materials on circle 15. The Department anticipates that for new adult and young adult fiction titles, the ratio of customers placing a hold on a book to the number of books available will increase from about 4:1 in FY09 to 10:1 in FY11. In addition to the permanent collection, materials reductions affect magazine and journal subscriptions and electronic database resources that allow patrons to access research information and job and test preparation resources.

IV. NOYES LIBRARY FOR YOUNG CHILDREN

The HHS Committee reviewed and accepted the County Executive's revised proposal to support a public-private partnership to keep the Noyes Library open in FY11. The Committee discussed concerns related to what would happen if the fundraising is unsuccessful, particularly given that merit staff will be dependent on this revenue stream. Although the proposal does not require new County funds be added to the Executive's budget, the Council would have to appropriate funds to authorize the Department's expenditures for Noyes with the expectation of reimbursement from the Foundation.

The Committee supports the Executive's and the Foundation's proposed partnership for FY11 with the following requirements:

- **That the Council appropriate only funds sufficient for operation through February 2011. This would be approximately \$47,000. The funds must be added to the grant fund and new positions must be term.**
- **That the Council request a financial report from the Foundation and the Executive by December 15 of this year.** If the report indicates strong fundraising and funds available for the remainder of the fiscal year, the Council can then introduce and act on a supplemental appropriation before the end of February to continue operations. If the report indicates that funds may not be available and the Council does not support continuation, then the Department would no longer have appropriation to continue operations.
- **That the Council encourage the Executive to clarify the terms of the new positions** to maximize flexibility and to minimize potential impact on other positions in the system in the event a mid-year closing is necessary.
- **That the Council adopt language for the operating budget resolution clarifying the Council's intent for the partnership in FY11.**
- **That the HHS Committee review a draft MOU agreement and a strategic fundraising plan from the Foundation prior to July 1.**

Background

The County Executive's FY11 Operating Budget recommended to temporarily close the Noyes Library for Young Children. The FY11 savings associated with this recommendation is \$120,110 and 1.1 workyears (2 part-time positions). The Executive's proposal was to plan new services and minor facility upgrades to the library during the closure, with the intent of revitalizing and modernizing the services and resources the Noyes Library has to offer. The Council has received a great deal of correspondence and has heard public testimony requesting that Noyes remain open.

FY11 Revised CE Proposal

On April 30, the County Executive informed the Council of his support for a public-private partnership to keep the Noyes Library operating in FY11 (letter attached on circles 17-18). The Noyes Children's Library Foundation proposes to reactivate its relationship with the County and minimize the amount of time the library would be closed until and during any upcoming renovations. The Foundation also requests participation in the planning of the new structure and services when Noyes re-opens. Highlights of the proposal include:

- The proposal would maintain Noyes' FY10 service levels of 3 days per week, 8 hours per day.
- The Executive has revised the staff complement at Noyes to minimize costs for the Foundation. While the County savings in FY11 total \$120,000, **the letter on circle 18 proposes that the Foundation be responsible for approximately \$70,000 per year** to fund two merit system, part-time employees and funds for some substitute staff time and a Library Page. The lower amount is due to creating new, part-time positions at lower grades than are currently in the Noyes complement.
- The County will provide ancillary costs and services, such as materials, deliveries, supplies, utilities, and cleaning. The County will also redeploy a full-time Librarian II to complete the staff complement at Noyes.
- The Executive states that the partnership must be cost-neutral; that the County must be able to close Noyes if funds are not available; and that MCPL will continue to run the library.
- The Foundation currently has funds available for close to three months of operations as proposed.

Noyes Children's Library Foundation

The Noyes Children's Library Foundation was established in 1991 and supported the operation of the Noyes Library for Young Children from FY92-98. Council staff understands that the Foundation has remained in good standing with the State and Federal governments and maintained its status as a 501(c)3 organization. The Foundation prepared a summary and timeline of its previous activities, attached at circles 19-20. The Foundation states that it raised more than \$300,000 in the FY92-98 timeframe, and indicates that it has recently received positive responses from the community that support will be available again at this time.

V. PROGRAM REDUCTIONS

➤ Mobile Services

The HHS Committee concurred with the Executive's recommended reduction of \$224,710 and 1.5 workyears associated with Mobile Services. MCPL reports that this reduction is a complete elimination of mobile outreach services for FY11, and states that the Department will evaluate how to implement outreach and non branch based services in the future (circle 12).

➤ Disability Resource Center

The HHS Committee concurred with the Executive's recommended reduction of \$90,000 and 1 workyear associated with the Disability Resource Center in the Rockville Memorial Library. The Committee also concurred with a related reduction of the discontinuation of MCPL services for the State's Talking Book Depository, a reduction of \$115,000 and 1.5 workyears. MCPL details these reductions on circles 12 and 21.

The Committee discussed the need to review and clarify the Department's overall structure and strategy related to disability resources in the library system. The Committee expressed its intent to review this issue more fully, and particularly related to the design of the new Silver Spring Library, given that it is slated to house a Disability Resource Center.

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

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

➤ Gaithersburg and Olney library construction

The HHS Committee concurred with the Executive's recommended FY11 reductions associated with the temporary closing due to construction of Gaithersburg Library for the full fiscal year and Olney Library for part of the fiscal year. The FY11 savings for both libraries total \$1,765,360 and a reduction of 28.5 workyears. As explained on circle 13, the recommendation to eliminate most library staff positions during closing is unusual, and is due here only to the fiscal environment and the need for savings. During construction, library branch staff is typically distributed to other branches to assist with the resulting customer increases.

While this recommendation may be unavoidable given the lack of available resources, it is clearly a difficult impact on employees and also raises an issue of the future fiscal impact of rehiring staff when the libraries reopen. The Executive's budget shows the fiscal impact for Gaithersburg beginning in FY12, with full restoration in FY13; Olney's reopening impact begins in FY13. Council staff notes that additional future fiscal impact will stem from re-opening the Noyes library at some point, and restoring funds associated with the FY11 furloughs.

➤ **Literacy Council**

The HHS Committee concurred with the Executive's recommended reduction to the County's support of the Literacy Council by 20%, a total reduction of \$29,610. The Literacy Council provided discussion of the impact of this reduction and options they will consider to address it (circle 22). The Literacy Council requests no further reduction, but understands the current fiscal conditions and will work within their recommended allocation. The Literacy Council reports an ongoing waiting list for services, and will have to reduce some services to meet the target reduction.

VI. FY11 REVENUES

The HHS Committee concurred with the two increases in revenues included in the Executive's FY11 recommendation.

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

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

MCPL staff reports that an internal review of charges did not yield additional possibilities for revenue increases. Many library fines such as late book fees are already at the top of the regional scale. A list of current library fees and fines is attached on circle 23. Additionally, any fee increase is required by the State to be reviewed and approved by the Library Board. The Library Board did approve the hold charge identified for FY11.

VII. SCENARIOS FOR ALTERNATE MANAGEMENT STRUCTURE

The Committee requested that Council staff analyze the current management and branch management structure in the Department of Libraries, and develop alternate scenarios for branch management that would reduce the number of managerial positions and increase the number of front-line service positions.

The Committee reviewed the Council staff scenarios, and did not recommend accepting them, requesting additional feedback and Council review (2-1, Councilmember Navarro supported Scenario I).

The Committee discussed the need to ensure that public customer service is maintained or improved through any restructuring. The Committee discussed that Libraries has taken other management position reductions in the last three years, and that at this point Libraries' branch management structure does not have as many layers as previously. The Committee discussed the pros and cons of both staff scenarios, and discussed that while there may be an opportunity to change the composition of branch staff, neither scenario yielded extensive savings in light of the staffing reductions of FY11 and previous years.

The Committee agreed that any savings realized from a restructuring scenario should be reallocated within the Department of Libraries and not reduced from the Libraries.

The Committee also requested feedback from the Executive branch and from the Friends of the Library and the Library Board, and requested information on how duties would be shifted or reassigned under Scenario I. In addition, the Committee received additional feedback from MCGEO. The comments received since the April 26 worksession include:

- **MCPL** submitted an extensive response to the Committee's discussion of Scenario I (attached on circles 34-42). The response: 1) identifies some practical implementation issues (scheduling, classification, and personnel) related to Scenario I that could decrease the potential savings; 2) details manager responsibilities that would have to be addressed; and 3) discusses the customer service and employee impacts.
- **Executive staff** have also stated the view that position allocation and classification are the responsibility of the Executive branch and of managing departments. While the Council is the fiscal appropriation authority, it does not get involved in personnel issues.
- The **Friends of the Library and Library Board** wrote a joint letter in which they stated their opposition to any restructuring or realignment of management functions. (circles 32-33)
- **MCGEO** submitted additional suggestions regarding branch pairings that would affect branches smaller than those in Scenario I but closer together geographically (circle 43). Council staff suggests that the net result of this approach would be similar to Scenario II.

The remainder of this packet reproduces the Council staff analysis from the April 26 packet.

Context: Positions Recommended for RIF and Manager Responsibilities

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

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

JOB CLASS TITLE	FULL-TIME	PART-TIME	FILLED	VACANT	SALARY GRADE	REPRESENTED
MANAGER III	-3	0	-3	0	M3	
INFO TECHNOLOGY TECH I	-3	0	-2	-1	14	
IT SPECIALIST	-1	0	-1	0	26	x
ADMIN SPECIALIST II	-1	0	-1	0	21	
SR LIBRARIAN	-3	0	-2	-1	25	
LIBRARIAN II	-10	-2	-12	0	24	x
LIBRARIAN I	-9	-1	-6	-4	21	x
LIBRARY TECHNICIAN	-1	0	0	-1	13	x
LIBRARY ASST SUPERVISOR	-2	0	-1	-1	20	
LIBRARY ASSISTANT II	-11	0	-10	-1	16	x
LIBRARY ASSISTANT I	-5	-11	-13	-3	13	x
LIBRARY DESK ASSISTANT	0	-2	0	-2	12	x
LIBRARY AIDE	0	-5	-4	-1	08	x
LIBRARY ASSOCIATE II	-5	0	-4	-1	21	x
SUPPLY TECHNICIAN I	-1	0	-1	0	10	x
PRINCIPAL ADMIN AIDE	-1	-1	-1	-1	13	x
ADMINISTRATIVE AIDE	0	-1	0	-1	12	x
OFFICE CLERK	0	-1	-1	0	05	x
TOTAL	-56	-24	-62	-18		

The chart shows that the majority of the positions are filled. The classes reduced reflect the reduction in library hours, the closing of Gaithersburg and Olney libraries for construction, and consolidation and reduction of certain administrative functions, particularly collection management. Approximately one-third of the positions slated for reduction are related to the reduced hours. An additional 25.4 workyears are reduced due to the temporary closure of Gaithersburg during construction.

MCPL Information on Managerial Responsibilities and Structure

The Department of Libraries provided information responding to the Committee's request (circles 9-16). The material:

- Details managerial responsibilities that cannot be shifted to other positions;
- Discusses the adjustments to position and workload distribution between managers and front-line staff that the Department has made in the last three years of budget reductions;
- Specifies the anticipated impact on branch services of reduced branch managers;
- Discusses the various scheduling limitations on bargaining staff which require the flexibility of scheduling managers to fill in gaps in coverage or service; and
- Highlights the role managers play in interacting with the public around questions, problem solving customer complaints, difficult behavior, and in acting as a key community liaison.

Context: Comparisons of MCPL Positions and RIFs with other Departments

The Office of Legislative Oversight (OLO) analyzed information on the Reduction in Force (RIF) across County Government and presented this information to the Management and Fiscal Policy (MFP) Committee on April 19. Portions of that analysis are referenced in this packet as context for this HHS Committee discussion. In response to Council staff's request, OLO also prepared similar analysis specific to the positions and composition of the Department of Libraries. These analyses indicate the following:

- OLO's County-wide analysis showed that Public Libraries is losing by far the most total positions; the total of 78 is nearly double the number of the next highest department, Permitting Services, which is losing 41. DPL is also losing the most filled positions, a total of 60, with the next highest department, Recreation, losing 28 filled positions.
- OLO also identified job classes recommended to lose ten or more filled positions; of the six job classes in this category, three are library classes (Library Assistant I, Librarian II, and Library Assistant II).
- OLO analyzed the distribution of positions in the County workforce by grade level groupings. The group of Grade 27 and above, which includes many managerial positions, and represents the highest paid employees, comprises approximately 12% of the total MCG workforce. In the Department of Public Libraries, Grades 27 and above comprise 7% of the total workforce.
- The tables below (prepared by OLO) show the positions in the library department grouped by grade and whether represented or not, and show the position groupings as part of the FY10 approved workforce and the number and percent of positions abolished in the Executive's FY11 recommendation (including the April 22 transmittal). These figures show that the groups are largely proportionally represented in the abolishments. The exception is the positions in Grades 22-26, which were harder hit by the abolishments.

Department of Public Libraries

	FY10 Approved Workforce		Executive Recommended FILLED Abolishments		Executive Recommended ALL Abolishments		FY11 Approved Workforce	
	# Positions	Percent	# Positions	Percent	# Positions	Percent	# Positions	Percent
Grades 5-15	177	41%	20	32%	29	36%	148	43%
Grades 16-21	156	36%	22	35%	29	36%	127	36%
Grades 22-26	67	16%	17	27%	19	24%	48	14%
Grades 27+	28	7%	3	5%	3	4%	25	7%
	428	100%	62	100%	80	100%	348	100%

	FY10 Approved Workforce		Executive Recommended FILLED Abolishments		Executive Recommended ALL Abolishments		FY11 Approved Workforce	
	# Positions	Percent	# Positions	Percent	# Positions	Percent	# Positions	Percent
MC GEO	353	82%	53	85%	68	85%	285	82%
Non-Rep	75	18%	9	15%	12	15%	63	18%
	428	100%	62	100%	80	100%	348	100%

- OLO also analyzed the total composition of the DPL workforce in FY10 and under the Executive's recommendation for FY11. **As the first and last columns above show, the composition of the workforce by grade groupings does not change significantly. Positions above grade 27 comprise 7% of the workforce in both the FY10 approved and the recommended FY11 budgets.**
- **The same is true for represented and non-represented employees.** If the Executive's FY11 position abolishments were approved as recommended, the resulting workforce would be 82% represented and 18% non-represented, the same proportions as in FY10.
- This is the third consecutive fiscal year that the Libraries have taken significant program and position reductions. As MCPL noted on circle 9, when the three years of reductions (FY09-11) are taken together, non-represented positions have been reduced by 24.3% (18 positions), and represented positions reduced by 27.8% (113 positions). As the Committee has discussed, most of the positions abolished in FY09-10 were vacant.
- Council staff notes that 20 positions, or 26% of the Libraries' total position abolishments, are associated with the temporary closures of Gaithersburg, Olney, and Noyes Libraries. These positions, which are largely front-line positions, will presumably be restored when those facilities re-open.

Council Staff Scenarios for Alternate Structures

Council staff developed potential scenarios for branch staff reconfiguration based on the following assumptions:

- Council staff compiled the table below to create an approximate staffing snapshot of the branch staffing under the Executive's March 15 recommendation. This table also separates the branches into the tiers as structured under the recommended hours scenario.

Tier 1		M3	SrLib	Libr II	Libr I	Libr Assoc	LAS	Libr Asst	Libr Aide, LDA, clerk	Total
	Bethesda	1	1	2	3	3	1	4	4	19
interim	Gaithersburg		1			2		2	3	8
	Germantown	1	1	2	1	3	1	8	4	21
	Quince Orchard	1	1	2	2	1	1	6	5	19
	Rockville	1	1	3	6	4	1	7	4	27
	Wheaton	1	1	1		3	1	6	3	16
Tier 2										
	Davis	1		2	4		1	6	3	17
	Praisner	1		2	2	2	1	6	1	15
	Olney	1		1	2	2	1	4	3	14
	Potomac	1		2	3	2	1	4	2	15
Tier 3										
	Aspen Hill	1		2	3	2	1	5	1	15
	Chevy Chase	1		1	3	1	1	4	1	12
	Damascus	1		1	1	2	1	2	3	11
	White Oak	1		2	2	2	1	4	2	14
	Kensington Park	1		1		4	1	2	3	12
	Little Falls	1		2	1	3	1	4	2	14
	Long Branch	1		1	2	1	1	3	2	11
	Silver Spring	1		2	2	2	1	3	3	14
	Twinbrook	1		2	1	2	1	3	2	12
	Poolesville		1		1	1		2	1	6

This table does not reflect the actual FY11 implementation; Council staff compiled this table from the recommended personnel complement. As such it reflects the approximate array of positions that will be available. It does not reflect actual personnel transfers or personnel actions in progress. It also condenses Library Assistants I and II into one group and does not distinguish between full and part time positions in any category.

- Library staff provided the percent of time branch positions are scheduled to spend on information and circulation desks (circle 16). Based on this scheduling information, Council staff assumed that manager positions would have to be replaced with desk staff at each affected branch. A part-time Librarian I position would most closely replace the information desk time of the manager. Scenario II below assumes replacement of some circulation desk time as well due to the larger number of affected branches and staff.
- Council staff assumed that each branch should have a minimum of two non-represented positions so that they are available to work each shift, opposite each other. Council staff understands that this is standard scheduling practice so that bargaining unit members are not scheduled to be in charge of a branch. Council staff also shows options if this assumed practice is not continued.
- The salary for branch managers is calculated at the actual salary average; all other positions are calculated at grade mid-point. Totals reflect the addition of 30% for benefits.

Scenario I: All Tier 1 branches are managed by one MIII per two branches.

- Reduce 3 MIII positions: -\$371,940
- Add 6PT/3FT Librarian I positions: +\$243,330
- Net Savings: -\$128,610

Pros: The Tier 1 branches are already allotted an additional manager (Senior Librarian). This maximizes flexibility of scheduling a manager on each shift and the flexibility of managers filling in for various duties when necessary.

Cons: The Tier 1 branches are the largest and have the most staff and other managerial responsibilities, making doubling up more difficult.

Scenario II: Pair all Tier I branches with the six smallest Tier 3 branches; one MIII manages a Tier 1 and a Tier 3.

- Reduce 6 MIII positions: -\$743,880
- Add 3 Senior Librarians: +\$293,625
- Add 6PT/3FT Librarian I: +\$243,330
- Add 6PT/3FT Library Assistant I/II: +\$192,966

- Net savings if add all: - \$13,959
- Net savings if no Senior Librarians added: -\$307,584
- Net savings if add 3SL and half other staff: -\$232,107

This scenario outlines several replacement staffing options. Adding 3 Senior Librarian positions allows these positions to co-manage the smaller libraries and add flexibility in scheduling managers per shift. If the current practice of scheduling a manager for each shift is discontinued, the Senior Librarians would be less necessary. Given the smaller staff complements at the smaller libraries, a wider array of replacement staff may be necessary to fill all duties a manager could assume. Of the replacement options, Council staff views the third option of adding 3 Senior Librarians and half of the replacement staff as the best compromise.

Pros: Managers are responsible for only one large and one small library, with the potential for sharing management duties among several libraries.

Cons: Adds additional layers of shared responsibilities among many staff in more branches. Does not fully replace manager desk time unless all additional positions are added, but then yields no appreciable savings. Creates inconsistency in staffing within Tier 3, which has nine branches (only 6 affected in this scenario).

Council staff comments:

Council staff examined other possible combinations, such as pairing all Tier 3 branches with each other, or pairing Tier 2 and Tier 3; however, these did not yield significantly different combinations of staff and dollars as those presented in Scenario II.

It is important to note that these scenarios are examples of restructuring and savings only. If the Council recommends a different approach from the County Executive, it will need to assume a representative reduction of dollars and workyears as indicated and the Library Department will implement an actual staff complement within approved resources and adjust positions across the resulting structure to assure even staffing and workload.

Given the already lean staff complements at most of the branches, there is little restructuring that can be done that achieves significant savings. If the goal is to change the proportion of staff positions, these scenarios offer the opportunity to replace some managerial positions with lower grade positions. In Council staff's view, Scenario I is the most feasible and works best within current scheduling practices. The Council may want to discuss the issue of manager shift scheduling to determine whether a move away from that practice is feasible for both represented and non-represented parties. If so, that would increase the number of possible scenarios.

In the final analysis, Council staff suggests that the Department of Libraries has already taken extensive reductions in personnel, resources, and services for the coming fiscal year. The reduction as recommended by the Executive is disproportionately higher than for other departments in terms both of dollars and positions. The above position analysis shows that Libraries has a fairly flat management structure without much redundancy.

Libraries are a government service that is widely valued by County residents, as the Council has heard repeatedly in testimony and correspondence. The threshold question for the Council today may be whether any further reductions are truly viable or whether they would overly weaken this public service.

Public Libraries

MISSION STATEMENT

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

BUDGET OVERVIEW

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

LINKAGE TO COUNTY RESULT AREAS

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

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

DEPARTMENT PERFORMANCE MEASURES

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

ACCOMPLISHMENTS AND INITIATIVES

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

PROGRAM CONTACTS

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

PROGRAM DESCRIPTIONS

Collection and Technology Management

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

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

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

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

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

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

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

Library Services to the Public

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

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

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

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

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

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

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

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

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

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

⁵ Under construction.

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

Administration, Outreach, and Support Services

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

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

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

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

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

BUDGET SUMMARY

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

FY11 RECOMMENDED CHANGES

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

PROGRAM SUMMARY

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

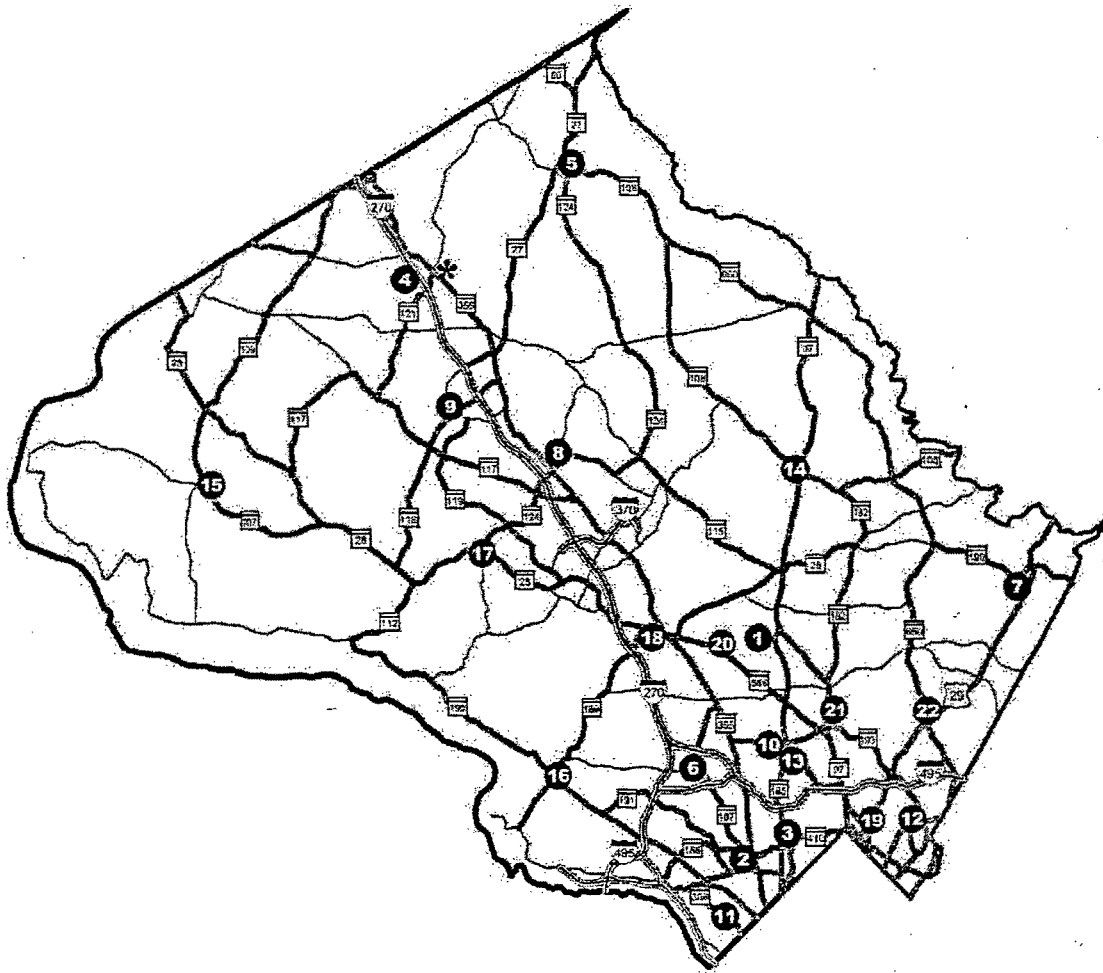
CHARGES TO OTHER DEPARTMENTS

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

FUTURE FISCAL IMPACTS

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

Montgomery County, Maryland Public Libraries



BRANCHES

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

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

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

Detail on Recommended Budget Adjustments**Tax Supported****NDA - Working Families Income Supplement****REDUCE: EARNED INCOME TAX CREDIT (EITC) MATCH BY 33%****-5,394,100**

Montgomery County is one of the few local governments in the nation that provides a local Earned Income Tax Credit (EITC) for its residents. This program, which began in FY00 at a cost of \$2.2 million, was based on matching the State's EITC which, at that time was 10% of the Federal EITC. Participation in the program included 12,322 total recipients. Since that time, the State match of the Federal EITC has grown to 25% at an estimated cost in FY11 of \$16.2 million and 30,505 recipients. The average EITC payment has grown from \$178 in FY00 to an estimated \$530 in FY11. The Executive recommends reducing this payment by 33%. This would change the average EITC payment to \$353 which is approximately the level this payment was in FY2005.

DECREASE COST: EITC BASED ON FEWER NUMBER OF PROGRAM PARTICIPANTS**-474,100**

The Executive's Recommended budget included an assumption of 32,180 program participants. Based on updated information from the Comptroller's Office the most recent estimate of participants in FY11 is 30,505 which reduces the estimated total payments by \$474,100.

Police**DECREASE COST: POLICE VEHICLE EQUIPMENT****-387,300**

The Executive recommends a reduction of \$387,300 that was included in the March 15 budget for replacement of light bars and other vehicle equipment since there will be no vehicle replacements in FY11 except for emergency replacements. The full amount currently budgeted is \$447,300; the cost of three packages is recommended to be retained to replace failures that occasionally occur.

DECREASE COST: FURLOUGH PUBLIC SAFETY MANAGERS**-27,860**

The Executive recommends expanding the 80 hour furlough to public safety managers including the Police Chief, and Assistant Police Chiefs.

Public Libraries**REDUCE: INFORMATION TECHNOLOGY: SPECIALIST AND EQUIPMENT****-168,000**

The recommended position abolishment will result in a slower response to computer problems in the branches.

REDUCE: SUBSTITUTES AND PAGES**-136,290**

Information desks may become uncovered for brief periods, and it will slow down reshelving.

REDUCE: MATERIALS**-138,000**

Reduces materials budget to 41% of the FY10 Original.

REDUCE: ADMINISTRATIVE SUPPORT: ADMINISTRATIVE SPECIALIST II**-115,710**

The recommended abolishment of this position in the Business Office will increase procurement and other administrative process times

REDUCE: MISCELLANEOUS OE**-35,000**

The Executive recommends the following reductions: reduce Interpreter Services by \$15,000 to \$20,000 total; reduce systemwide equipment replacement by \$10,000 to \$3,000; and reduce branch unit office supplies by \$10,000.

Recreation**INCREASE COST: ENERGY TAX INCREASE****258,440**

An increase is recommended to provide funds for the proposed increase in the County's Energy Tax.

DECREASE COST: GILCHRIST CENTER PROGRAM MANAGER**-67,570**

This work will be done by a Program Manager in the Office of Community Partnerships.

Council staff questions, FY11 Library Operating Budget

2. Hours

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

Public Service Hours

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

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

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

Some of the advantages of the hours restructuring include:

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

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

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

**LIBRARY SERVICE HOURS
POSITIONS TO BE ABOLISHED**

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

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

3. Program changes

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

10. What is the FY11 lapse assumption?

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

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

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

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

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

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

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

EXISTING PUBLIC SERVICE HOURS (PSH) FY10									COUNTY EXECUTIVE RECOMMENDED PUBLIC SERVICE HOURS FY11								
Branch								PSH/ week	3/15/2010							PSH/ week	Chg.
	MON	TUES	WED	THUR	FRI	SAT	SUN		MON	TUES	WED	THUR	FRI	SAT	SUN		
Bethesda	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	64	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-4
Galthersburg (Interim)	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	64	TBD	TBD	TBD	TBD	TBD	TBD	1 pm - 5 pm	48	-16
Germantown	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	61	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-1
Quince Orchard	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm		55	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		56	1
Rockville	9:30 am - 8:30	9:30 am - 8:30	9:30 am - 8:30	9:30 am - 8:30	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	64	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-4
Wheaton	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	64	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	60	-4
Davis	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm		55	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		50	-5
Marilyn Praisner	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	12 pm - 5 pm	60	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 6 pm	54	-6
Olney*	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm	12 pm - 5 pm	60	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		50	-10
Potomac	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm		54	1 pm - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		50	-4
Aspen Hill	10 am - 8:30 p	10 am - 8:30 p	9 am - 8:30 p	9 am - 5 pm	9 am - 5 pm	10 am - 6 pm		55.5	1 pm - 8 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm		46	-9.5
Chevy Chase	9 am - 8:30 pm	10 am - 8:30 p	10 am - 8:30 p	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm		54.5	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		46	-8.5
Damascus	9:30 am - 8:30	9:30 am - 8:30	1 pm - 8:30 pm	9:30 am - 8:30	9:30 am - 5 pm	10 am - 5 pm		55	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		46	-9
Silver Spring	10 am - 9 pm	10 am - 9 pm	1 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	12 pm - 5 pm	60	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 6 pm	50	-10
White Oak	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm		55	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		46	-9
Kensington Park	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm		54	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm		48	-6
Little Falls	10 am - 8:30 p	10 am - 8:30 p	10 am - 8:30 p	10 am - 5 pm	10 am - 5 pm	9 am - 5 pm		53.5	10 am - 8 pm	1 pm - 8 pm	10 am - 8 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm		45	-7.5
Long Branch	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	1 pm - 8 pm	10 am - 5 pm	10 am - 5 pm		51	10 am - 8 pm	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 6 pm	10 am - 6 pm		45	-6
Twinbrook	10 am - 8:30 p	10 am - 8:30 p	10 am - 8:30 p	10 am - 8:30 p	10 am - 5 pm	10 am - 5 pm		59	10 am - 8 pm	1 pm - 8 pm	10 am - 6 pm	1 pm - 8 pm	10 am - 8 pm	10 am - 6 pm		46	-10
Poolesville	2 pm - 9 pm	2 pm - 9 pm	2 pm - 9 pm	10 am - 9 pm	10 am - 5 pm	10 am - 5 pm		46	2 pm - 9 pm	2 pm - 9 pm	2 pm - 9 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm		42	-4
Noyes*		9 am - 5pm		9 am - 5pm		9am - 5pm		24								0	-24
Total PSH Per Week								1165.50								1008.00	-13.5%
* Olney to Close for renovation in Fall 2010. When the branch closes, PSH per week will be 958. Noyes not open while replanning and repurposing in FY11/FY12																	
									w/o noyes:								-11.5%
									w/o g'burg & noyes:								-9.7%
									w/o g'burg & noyes & sundays = standardization								-8.7%

Council Staff Question, Impact of Library Materials Budget Reduction

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

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

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

II. HOURS REDUCTIONS

Sunday Service

The HHS Committee requested information on possible reductions to Sunday hours in FY11. The FY11 budget for Sunday service totals \$180,000. This amount covers Sunday service for 4 hours at 7 branches for 45 Sundays.

Options to reduce Sunday service would reduce the budget by the same proportion. For example, reducing the number of branches or Sundays in half would reduce the budget by \$90,000. **Council staff suggests that the Committee determine the proportional reduction (half, third, quarter) of dollars and services necessary and let the Library system determine the best way to apply the reduction,** either in terms of reduced hours, Sundays, or branches to be open on Sunday.

Other Hours Reductions

The Committee requested options for discussion for further reduction of library hours in FY11. If the Committee assumes a cost savings associated with additional reduced hours, the library system would need to apply the reduction across the branches to implement new hours practically. **It is important to note that any additional reduction in hours will result in Reductions in Force.**

Council staff suggests the following methodologies as options for determining an amount for reduction.

Increase the proportional reduction assumed by the County Executive. The Executive's reduction totaled nearly \$2 million and 24 workyears and equated to an 8.7% reduction, or approximately 150 hours per week in the system. For example, the Committee could assume an additional reduction of one-fourth of this amount, an additional 37 hours reduced across the system per week, and an associated savings of \$500,000. This would correspond to approximately 6 additional workyears reduced.

Accelerate the closing of the Olney Library. The Olney Library is scheduled to close this fall for construction. The Executive's budget assumes \$180,000 and 3 positions cut mid-year as associated savings, with the remaining branch staff redistributed in the system. There are two options for additional savings here.


1. *Assume a full year closing of Olney with the same staff reductions.* This would increase the savings by \$100,000 and affect the same 3 positions for the full year rather than the half year.
2. *Assume mid-year closing but reduce all branch staff.* This would be more comparable to the Executive's recommendation for Gaithersburg, which is retaining only a minimal staff for the interim facility but not redistributing branch staff in the system. The savings here would total approximately 10 positions and \$350,000.

Reduce Tier 2 scheduled hours (50 per week) to Tier 3 levels (46 per week). This would effectively leave two tiers of libraries, the six largest and all others. This would reduce a total of 16 hours per week and approximately 9 WY and \$300,000.

MEMORANDUM

April 30, 2010

TO: Nancy Floreen, President, County Council
George Leventhal, Chair, Health and Human Services Committee
Valerie Ervin, Vice President, County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: Noyes Library for Young Children

I understand from Parker Hamilton, Director of Public Libraries, that Councilmember Ervin has set a meeting to develop strategies to keep the Noyes Library for Young Children open in FY11, while planning for the restructuring of that service and facility proceeds.

As stated by Ms. Hamilton to Mr. Leventhal during the Libraries' budget session on April 14th, the Noyes Children's Library Foundation has been in discussions with the County on reviving the public-private partnership that supported the operation of the Noyes Library for Young Children from approximately FY92 – FY98. I am very grateful for their efforts and willingness to contribute their time and resources to keep the Library open. I also understand that the Friends of the Library, Montgomery County may also partner in this effort, particularly for raising funds for the physical modification to the facility.

I have directed my staff to make all efforts to revive this partnership, with the following guidelines:

- The partnership must be cost-neutral to my latest budget recommendations for Montgomery County Public Libraries (MCPL).
- The new partnership agreement will be flexible enough to allow the Foundation to raise funds throughout the year, but will also allow the County to terminate services at Noyes library in an orderly manner that is consistent with the personnel regulations, should fundraising efforts not be successful.
- As in the prior agreement, MCPL will run the library.

April 30, 2010

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Ms. Hamilton and her staff have worked with the Foundation to create a staffing complement that will minimize costs, while still allowing the branch to operate at its FY10 service levels (3 days per week, 8 hours per day). At present, we believe this will require the Foundation to raise approximately \$70,000 per year to fund two merit system, part-time represented employees and a modest fund for substitute staff and a Library Page. The County will redeploy a full-time Librarian II to round out the staffing of the facility; service the branch with deliveries and supplies; and will pay for the utilities, cleaning, and other facility costs. The County will provide basic library materials, but the Foundation may enhance those offerings by mutual agreement with MCPL.

I recommend that the County Council endorse this partnership as soon as possible, to support the Noyes Children's Library Foundation in their efforts to raise funds. I am confident that they will be able to do so, given their tremendous success in the past, and the fact that they already have close to three months worth of core operations funding in hand.

Finally, I request that if the Council does support this partnership, that your staff initiate the addition of a part-time Library Desk Assistant, and part-time Librarian 1 (term positions) to the Grant Fund budget of the Department of Public Libraries during your approval of the FY11 Operating Budget.

Thank you for your attention to this matter. Please contact Ms. Hamilton if you have any need for information regarding this partnership.

IL:ec

Attachments

cc: David Dise, Director, Department of General Services
Joseph Beach, Director, Office of Management and Budget
Jennifer Barrett, Director, Department of Finance
County Councilmembers
Peter Fosselman, Mayor, Town of Kensington

The Noyes Children's Library Foundation
Box 31 • Kensington, MD, 20895 • 301-365-4415

The Noyes Children's Library Foundation was established in 1991 in cooperation with the Montgomery County, MD County Council, in order to serve as the private arm of a unique public-private partnership to fund the Library's operating costs. Throughout the 1990's, the Foundation raised funds and awareness for Noyes; conducted special events for children; and sent volunteer Penny Theater performers to countless other libraries, schools and community events. The Foundation was recognized in 1993 for extraordinary service to the community by being designated a Point of Light by the national Points of Light Foundation.

Timeline of Activities of the Noyes Children's Library Foundation:

- 1991: The Stars Come Out for Noyes - Gala Auction
- 1992: Once Upon A Time - Mailing Campaign
- 1993: The Stars Come Out Again for Noyes - Gala Auction
- 1994: Time To Make Noyes - Gala Auction
- 1994: The Cornerstones of Noyes - Mailing Campaign
- 1995: A Garden Full of Noyes- Gala Auction
- 1996: Noyes For All Seasons - Gala Auction
- 1997: A Box Full of Noyes, The Fun-Raising Auction - Gala Auction
The Penny Theatre - Mailing Campaign
- 1998: Child's Eye View of Noyes - Mailing Campaign
- 1999: All the Best From Noyes, Celebrating a Century of Children's Literature

Additional funds were provided through five grants received between 1991 and 1999.

Special Events and Sale of Merchandise

- Book Fairs
- Cut-a-thon at Saks Fifth Avenue
- Theater Evening at Bethesda Theater Café with performance of A Christmas Carol, presented by the Bethesda Academy of Performing Arts.
- T-shirt, note card, book bag and poster sales.

Community Activities

- Penny Theater Performances
- Noyes Children's Library Foundation May Fairs
- Noyes Children's Library Foundation Storybook Parades
- Kensington Labor Day Parades
- Kensington Earth Day Celebration
- Strathmore Hall Family Arts Day
- Children's Day at Bamboozled in Bethesda
- Garrett Park Centennial
- Burtonsville Community Day
- Noyes Children's Library Feliz Navidad program
- Noyes Children's Library Foundation's Halloween Party
- Noyes Children's Library 100th Birthday Celebration (this was a yearlong series of events in 1993 supported and organized jointly by the Foundation and MCDPL. Included parades, time capsule burial, and special events for children).

Media Coverage:

FOX Morning News; Good Morning America; *Parenting Magazine*, cover and feature article; *Washington Post* Home Section; *Gazette Newspapers*; *Variety*; *Montgomery Journal* newspaper; *Potomac Life Magazine* (March/April 1993 cover and article).

**The Noyes Children's Library
and
The Noyes Children's Library Foundation**

"Everything within Noyes's single, homey room exists to infuse kids with a fierce, irresistible love of reading."

Parenting Magazine, 1991

"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."

County Executive's Budget Proposal for 2010

The Noyes Library:

- Was founded in 1893
- Is the oldest public library in the Washington area
- Was among the 9 libraries that joined to form the Montgomery County Library System when it was created in 1951.
- Was converted to a library for young children in 1970
- Was designated a historical site by MNCPPC in 1970
- Was featured in a 1981 Encyclopedia Britannica film, "Libraries in the Pursuit of Happiness."
- Was featured in a *Parenting Magazine* article on libraries in 1991.
- Has steadily increasing circulation
- Is heavily used by children, caregivers, and families from all over Montgomery County
- According to the County Executive's Budget Proposal for 2010, closing Noyes will save the county \$65,000.

The Noyes Children's Library Foundation:

- Was founded in 1991
- Raised about \$300,000 from individuals, businesses, foundations, and community organizations in the early 1990s.
- Funded the Noyes Children's Library (1991-99) in a public-private partnership that became a model for the county.
- Was recognized in 1993 for extraordinary service to the community by being designated a Point of Light by the national Points of Light Foundation
- Has engaged over 150 active volunteers in fundraising and long-term planning
- Has, since 1991, provided Penny Theater puppet shows for thousands of young children in libraries all around the county, public schools, preschools, shelters, and Strathmore Mansion
- Has proposed to again help fund the Noyes Library in a public-private partnership with Montgomery County during the current budget crisis.

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

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

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

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

Literacy Council of Montgomery County, Maryland, Inc.

Contract Reduction Assessment

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

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

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

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

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

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

Late Fines

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

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

Fees

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

**Montgomery County Public Libraries Response to Councilmember Questions on
April 21, 2010**

Council Question: FY11 will be the third consecutive year of library reductions, starting with FY09. Please provide information on the number and proportion of management positions and WY reduced FY09-11 and the number and proportion of non-management positions and WY reduced FY09-11.

MCPL has reduced non-represented positions by 24.3% from FY09 – FY11 CE Recommended. Represented merit positions are decreased by 27.8% for the same period. Overall, MCPL is at the flattest, leanest management structure it has ever had. In the 1980's and 1990's, MCPL had not only branch managers, but regional managers, program coordinators, additional division chiefs, and an associate director; all of which are gone. We have continued to eliminate management positions in the FY09 through FY11 period.

The chart below summarizes the reductions to merit staff in MCPL from FY09 – FY11 CE Recommended. It shows that the percentages of non-represented staff reduced versus represented staff reduced are reasonably close, especially when the actual reductions to workload considered. The workload on the non-represented managers and supervisors that remain has gone up, while workload for represented employees has been absolutely reduced, by at least 13.5% (the weekly reduction in library service hours), and literally more when the 50% reduction in library materials purchasing power, and the near total elimination of required staff programming are factored in. This absolute reduction in workload for represented staff more than accounts for the difference in proportion of non-represented workyears reduced (20.8%) versus represented staff workyears (30.7%).

<u>Change FY11 Vs. FY09</u>	<u>Workyears</u>	<u>Positions</u>	<u>% Reductions</u>	
			<u>Wys</u>	<u>Positions</u>
Non-Represented	-15.0	-18	-20.8%	-24.3%
Represented	-86.7	-113	-30.7%	-27.8%

MCPL has made both non-represented and represented staffing changes strategically, while adjusting to reduced resources, to craft a departmental organization that efficiently and effectively serves the public. For the past 5 years we have been reorganizing and restructuring this department to improve efficiency and public service by eliminating redundant management and staffing structures to increase accountability and improve communication. The library branch managers are a key element to an effective organizational structure. Branch managers have the most flexibility in dealing with quickly changing conditions and workload demands. If the FY11 CE Recommended budget is approved as submitted, non-represented staff will represent 16% of total merit staff, versus 84% for represented staff. This proportion of non-represented staff is also far below the overall proportion of non-represented staff in County government, which is 21% of all positions according to the OLO Packet of April 19, 2010 (page 16). Furthermore, Library Managers (grade 27 and above), in MCPL only account for 6.9% of all merit system positions, again far below the 12% proportion in County Government observed in the OLO Packet (page 23).

MCPL makes decisions on which classes of employee in either represented or non-represented classes are most appropriate to the work. In prior years, this has, for instance, resulted in the abolishment of ten Senior Librarian (non-represented) positions, some of which were abolished in order to create sufficient Librarian II (represented) positions in each branch. That change was made because it was determined that the Senior Librarians remaining would take on assistant

branch manager and small unit manager portfolios exclusively, and Librarian IIs would be lead workers for Juvenile and Adult services in each branch exclusively. Prior to that change in FY09/FY10, both positions acted as "heads of service" for Juvenile and Adult services in various branches, based on the size of the branch, with some branches having two Senior Librarians (one to head each service).

MCPL has been increasing the responsibilities and accountability of branch managers, in particular assistant branch managers and library assistant supervisors; while decreasing the volume of work and the kinds of work on represented staff. We do not use overtime in the department. Represented staff are only scheduled for the hours they can work on service desks. If there are not enough staff to work the service desks, then managers either work extra hours, plan and implement a reduction of desk services, or work with the Public Services Administrator for Branch Operations to determine if emergency staffing from another branch might be deployed. The table below summarizes both the implemented, and planned per the County Executive's budget recommendation, increases and decreases to both the workload of non-represented employees and represented employees in recent years.

Workload Changes Comparison: Non-Represented Staff and Represented Staff (FY09 – FY11 CE Recommendation)

Non-Represented Staff	Represented Staff
<u>Increases to Workload</u>	<u>Increases to Workload</u>
Increase in use by the public (circulation, information, visits)	Increase in use by the public
Increase in customer issues: disruptive behavior, unhappy customers, customers' needs. A branch manager, assistant branch manager, or library assistant supervisor is typically the key respondent to these issues.	Increase in customer issues: Line staff will often deal with the initial issue, moving the issue to the person in charge (most often a non-represented manager or supervisor) if the issue becomes more involved.
Personnel staffing and scheduling: Cover for unanticipated absences, negotiate leave requests, schedule staff, staffing changes, and workforce reductions. Includes ensuring branch opens during inclement weather, putting basic salt/sand down while awaiting DGS first responses (represented staff do not do this).	Increased time on service desks as staffing is reduced, higher % of overall time spent on a service desk by line staff (versus in the "back-room").
MCPL project management (multiple major Capital projects, system efficiency initiatives, policy changes, new business models, new service initiatives research and development). Projects ultimately result in efficiencies, but require changes to staff procedures and public service.	Training for and adjusting to changes in equipment, policies, and procedures.
Ensure back-office tasks (shelving, holds management, collection management, office tasks, facilities, operations) are still done in an effective manner.	
County systems and requirements: New personnel evaluation systems (2 in 5 years), new financial system, ensure compliance with many County initiatives.	
Managing relationships with Library Advisory Committees and Friends of the Library local	

chapters: making requests for funds for library enhancements, managing volunteers, coordinating these activities with Central Administration.	
Managing customer, staff, operations, and facility issues as countywide budget cuts negatively impact branch operations.	
Major Upgrade to ILS (Integrated Automated System for cataloging, circulation, etc.). Provide critical communication and feedback to Central Administration to ensure the planned improvements to workflow and processes from the upgrade are successful.	Training in software upgrade.
<u>Decreases to Workload and/or efficiencies (managers)</u>	<u>Decreases to Workload and/or efficiencies (line staff)</u>
Service hours reduced with related reduction in service desk times. Although with reduced staffing and substitute staffing resources experienced to-date, managers themselves are typically working more direct service hours, while also expending time managing personnel scheduling and leave.	Service hours reduced, with related reduction in service desk times.
Reconfiguration of senior management portfolios, to make internal decision-making more efficient.	Reduction in service desk hours (number of stations open) during open hours
	Reduction in programs provided to public
	Elimination of "date due" stamping
	Policy and fee/fine changes related to Holds designed to cut back on unnecessary workload
	Decreased work requirements for back office tasks as emphasis is focused on service desks
	Reduction in materials bought (reduces associated processing, cataloging, and branch management of new materials)
	Leasing of bestseller materials (reduced branch workload)
	Upgrade of Pharos Internet management and Xerox public copying systems (reduced public issues with failures of aging equipment that branch staff would have to handle)
	System upgrades will in the long-run allow more efficient work and better processes that benefit both customers and staff.

Council Question: The Committee asked for MCPL's view on the feasibility of one branch manager managing two branches, and the service impact if that structure were implemented.

There is far too much volume and complexity of work to assume that one branch manager could successfully meet the needs of two communities. It would be analogous to having one principal run two schools. A library is an integral part of the surrounding local community, and is used by

the public not on just a minute-by-minute basis, but in a community context. The library manager is the person most qualified, and available to manage this vital relationship with the community.

Most branches have one Library Manager (Management Leadership Service, grade M3), who is responsible for the overall operation of the branch in both Information and Circulation services. The Branch Manager is a practicing librarian as well, and directly provides and manages information services, programming, and collection at that branch. Most branches have one Library Assistant Supervisor (grade 20), who supervises the circulation function and circulation staff of the branch. The six largest branches add an assistant branch manager (grade 25, "Senior Librarian") to the non-represented staff of the branch, to handle the longer hours and larger staff and bigger collection of those branches. The four smallest library outlets/units (Cataloging/Processing, Correctional Facility Library, Poolesville Branch, and for FY11 the Gaithersburg Interim branch) are managed by a single Senior Librarian (grade 25), with no Library Assistant Supervisor.

All three classes of non-represented staff are working managers who provide direct public service as a substantial component of their work effort in addition to their duties as managers and supervisors. This includes working at least two nights per week, alternating Saturdays, and several Sundays per year.

Below are the unique responsibilities that library managers in particular are accountable for; none of these can be shifted to another job classification – bargaining or non-bargaining. These responsibilities are contained in the performance evaluations for our library branch managers:

- **Branch Managers are held accountable to the Administration for the performance of their library branch. This includes all personnel issues, all facilities issues, the development and management of the collection, the efficient circulation of materials, the safety and security of the building, relationships with the community, and the customer service experience.**
- **The branch manager in the building is responsible for maintaining order.** They must ensure that the building is a safe facility. Library buildings are busy public facilities, with their fair share or more than a fair share of activities that need to be addressed, such as drunkenness, fights, hostile/disruptive individuals or groups of individuals, inappropriate use of public equipment, and illegal activities. Managers plan in advance for such situations, and plan and present training to staff that make them effective at handling some of the less disruptive issues. We led the County's development of the Disruptive Behavior Order, which managers issue to customers who are disrupting our services in our buildings. Branch managers spend time each day handling angry customers, homeless customers, unruly customers – they are even subpoenaed to testify in court. .
- **Branch managers have a fiduciary responsibility and are accountable to the County, ensuring that monies are spent according to County procedures.**
- **Branch managers are the morale leaders of a branch, and are responsible for human resources issues. They set the tone for a safe, comfortable, and productive branch environment. Human resources management is not simply "paperwork,"** although the accurate and appropriate management of documentation is one of several vital tasks. Other tasks include training, mentoring, managing staff relationships, helping staff navigate personal issues which affect the workplace and work team, referring staff to Employee Assistance, and complying with County programs related to human resources. They are the responsible to the Department, the Union and OHR to resolve disagreements and/or disputes. The other non-represented supervisor in the building, the

LAS, has been instructed not to participate in the personnel issues of Information staff, since at grade 20, the LAS is several grades lower than staff in the Information classes. .

- **Branch managers are trained in the concepts of intellectual freedom, providing leadership to their staff when these issues are raised by a customer.**
- **Branch managers are the “person in charge” for anyone in the community who has an issue.** Customers ask to speak to the manager on a daily basis on issues ranging from policy disputes to fines to administrative concerns. Managers are the only persons in the branch with the authority, and scope of knowledge, to speak for the Department.
- **Branch managers are needed in the branches for direct supervision and accountability.** In order to accurately assess an employee's performance, the manager must observe, coach, and evaluate staff. Represented staff will not accept a performance evaluation from a manager that has not observed their performance. Since many MCPL staff are part-time, it would be difficult for a part-time manager to be scheduled the necessary hours at a branch to successfully evaluate employee performance.
- **Branch managers are held accountable for the training and implementation of all new policies.** In this time of change and reorganization of the Department, staff will need to be trained and customers will demand explanations.
- **Branch managers are responsible for working closely with their local Friends chapters** and the Public Services Administrator for Community Engagement to plan their branch's programming, and to ensure that the branch and Friends adhere to the Department's programming guidelines. Since MCPL is reducing and eliminating many staff-led programs, managers must work with their Friends and their local communities to identify volunteers that can assume the responsibility for identified types of programs, and work with the PSA for Community Engagement to identify which systemwide programs would benefit the local community.
- **The branch managers work with Public Services Administrator for Facilities Management, the Public Services Administrator for Branch Operations, the Oversight Property Manager and Building Inspector, and other Department of General Services staff to provide a safe, efficient, clean and well maintained and effectively laid out facility that meets customer and Departmental expectations for service and operations.** The Branch Manager works with the Oversight Property Manager and the PSA for Facilities Management to expeditiously resolve facilities problems and ensure high facilities maintenance levels.
- **New or renovated facilities: branch managers work with the PSA for Facilities Management, Department of General Services Building Design and Construction Project Manager, and the architectural firm to design the most effective building possible within the limitation of the CIP budget and the approved Program of Requirements.** Directly responsible for meeting all deadlines, organizing and publicizing all community meetings, gathering input from all stakeholders, and working with the PSA for Facilities and the Department Director to incorporate identified community needs into the new or renovated building.
- **Branch managers are relied upon to provide feedback, vet concepts, and ensure the implementation of new policies and procedures.** They also represent the Library Administration on such County initiatives as the Senior Subcabinet for Vital Living, the Collaboration Council, and the Month of the Young Child. They lead in the testing necessary for new policies, procedures, and initiatives before the Department releases them.

- **Branch managers take leadership roles on systemwide cohorts.** This allows the Department to move forward, even in lean times, with such projects as investigating books by mail, redesigning the holds process, and identifying and researching innovations in the library field for their applicability to MCPL.
- **Branch managers actively work with their community's Friends groups, Library Advisory Committees, and other community members and community organizations.** These groups are composed of members of that community, and they advise the branch managers on community needs in the branch such as the library's collection, facility and programming.
- **All managers (branch, assistant branch, and library assistant supervisors) work on Sundays, and ensure the successful operation of that service.** The managers collectively rotate management of the branches on Sundays, each taking six Sundays per year. In fact, the total number of managers working Sundays (since all must) is almost equal to the total number of merit system represented employees (who far outnumber managers otherwise) who are compelled to work on Sundays.
- **Branch managers are responsible for designing and implementing an annual Branch Workplan.** This workplan aligns the identified needs of the community with the Department's strategic goals, and encompasses long term planning, as well. This planning is vital to the successful future management of the library, and managers must be active in their communities in order to receive the community input necessary to develop successful plans.

MCPL's estimated service impact of splitting a manager between 2 branches.

Service Impact 1: Impaired ability to manage overall issues and assure service quality to the community.

Branch Managers are responsible for operations that on average support over 450,000 visits per year per branch, 1,400 visits per day. Surveys show the vast majority of library users are regular customers, and in a year an average branch checks out 430,000 items, 1,300 items per day. Managers on average are ensuring the operation of 2,700 public service hours per year at their branch.

Branch managers provide the continuity necessary in their local communities to connect the needs of each community with the services offered in their branch. Attempting to manage two branches with this level of activity will lower the responsiveness of the branch to community needs and reduce overall service quality, because branch managers will not be able participate in local community groups and interface with the community – necessary in order to understand community needs and issues. With less time in each branch, managers also will not have the continuity necessary to manage disruptive behavior, personnel issues and manage major projects such as renovations, local grants, system procedure and policy changes, and other projects.

Service Impact 2: Impaired ability to manage day-to-day issues, personnel, and branch resources.

Branch managers are responsible for staffing complements between 9 and 19 positions. They are ultimately responsible for career development, employee performance, to ensure information staff meet their certification requirements under state law, and the overall effectiveness of their

branch complement. Branch managers are also responsible for managing the weekly use of several thousands of dollars in supply, Library Page, and Substitute staffing authorizations.

Branch managers directly supervise a minimum of 4 workyears, up to 5.5 workyears. Attempting to manage two branches with one manager would create unsustainable and inconsistent spans of control for our branch managers and assistant branch managers, given their many other responsibilities. It would be even more difficult than it is already is for managers and supervisors to assess performance, counsel performance issues, and document performance issues when they are splitting their time between two staffs, and potentially doubling their number of direct reports.

Service Impact 3: Reduced face-to-face public services, potential for increased night and weekend work for represented employees

MCPL estimates that we would lose a minimum of 2,090 direct public service hours by attempting to manage two branches with one branch manager. The time lost includes:

- Direct service desk hours lost from the branch manager that is abolished.
- Direct service desk hours lost from the branch manager that remains, who will be able to spend less time on a service desk due to the doubling of their responsibilities.
- Direct service desk hours lost from other supervisors and staff who have to perform the many functions of the remaining Branch manager when they are managing their second branch.

This negative impact spreads further to represented employees, since branch managers work nights and weekends in rotation with all other staff. The loss of the branch manager service desk time will create more night and weekend shifts for other represented staff.

Service Impact 4: Loss of continuity and confusion among represented staff about who is following up on issues

Having one manager shuttle back and forth between two branches will cause substantial confusion among staff about which manager is following up on issues that span more than one day. Many issues span more than a days' time. This is especially true of facility issues, disruptive behavior, policy and procedure changes, and personnel issues.

Council Question: Please provide the amount of time branch positions are scheduled to work on information and circulation desks.

The Chart below summarizes the amount of hours per year various staff positions are required to work on the public service desks. These are expected minimums under the current conditions. Some classes, especially non-represented ones, are currently exceeding the minimums on a regular basis. It is also expected that all levels will work more hours than these current minimums in FY11, due to the removal of other workload (programming, less new materials coming in) and lower staffing levels.

MCPL Percentage of Time, and Raw Hours Spent on Service Desks			
Minimum Standards as of April 2010			
Information Staff			
Last Name/Position	Net Total Avail. Hours*	% Time on Desk	# Hours for 1 Position
Manager III	1816	30%	545
Sr. Librarian	1816	45%	817
Librarian II	1816	58%	1053
Librarian I	1816	67%	1217
Library Associate II	1816	70%	1271
Circulation Staff			
Last Name/Position	Net Total Avail. Hours	% Time on Desk	# Hours for 1 Position**
Lib. Asst. Supervisor	1845	30%	554
Lib. Asst. II	1845	65%	1199
Lib. Asst. I	1845	75%	1384
Lib. Desk Asst.**	922	83%	765
Library Aide ^	922	0%	0%
* Adjustment for Holidays, Personal Days, and Estimated Leave Usage			
** All Library Desk Assistants work 20 hours per week.			
Hours for LDA shown here are for a 1/2 Workyear.			
^ Library Aides do not work on service desks.			

Councilmember George Leventhal
Chairman, Health and Human Services Committee
Montgomery County Council
Rockville, MD

Dear Chairman Leventhal,

Thank you for the opportunity to comment on your staff proposals for the library staff restructuring. This letter is the response from both the Friends of the Library-Montgomery County and the Montgomery County Library Board. Although we have different functions and roles, our organizations are united in our desire to make certain Montgomery County residents have access to a well-run, well-functioning library system.

The best place to start is with our overall view that the staffing proposals constitute an unacceptable level of micromanagement of MCPL by the Council. The Council sets the budget and frames overall policies for county government. However, it should be left to the departmental administrators to make the fine-grained decisions about which types of positions, and how many of each, are appropriate in any particular circumstance.

The MCPL management is highly skilled and acutely aware of the financial crisis our county is facing. It would be of little help to them for the Council to insert itself into what are normally executive personnel issues.

However, in the spirit of wanting to be responsive to your request, we will comment on the substance of the proposals.

The best place to start is with the evaluation your staff included in a recent memo: "In the final analysis, Council staff suggests that the Department of Libraries has already taken extensive reductions in personnel, resources, and services for the coming fiscal year. The reduction as recommended by the Executive is disproportionately higher than for other departments in terms both of dollars and positions. The above position analysis shows that Libraries has a fairly flat management structure without much redundancy."

A fundamental flaw in the proposal is the misunderstanding of the role of the agency manager. Managers are hands-on participants in the running of the branch. They set the tone for the staff, provide them with training and supervision, plan public programming, ensure the safety and comfort of all patrons and staff in the library, ensure a high caliber of customer service, and even cover the information or circulation desks when staffing is short. Branch managers must know the communities they serve, and they perform outreach to the patron community and schools. That takes time, presence, patience, and good judgment.

Asking an agency manager to supervise two branches would make the system less efficient, due to the nature of the job. Reducing the component of Branch Managers will unnecessarily strip the system of 10 free hours of work per branch per week, since this salaried cohort typically works 50 hours a week, not just 40 as do represented employees. In addition, some represented staff earn more than managers, according to personnel tables. For this reason, it is possible that you could end up with less savings than estimated.

The training that branch managers receive is different from that of even assistant managers. While they have great skills in their area of expertise, assistant branch managers do not have sufficient training to run a branch without supervision. Typically, assistant managers are content specialists with primary focus on either the adult or children's collections. They have not had the benefit of the County Management Leadership Service Program. They have not had training in crisis management, dispute resolution and community relations. They are not as familiar with the needs of their communities. They are not as acquainted with the volunteer resources who can help them. In a resource-challenged system, each branch faces more of these difficult issues, not fewer.

A disturbing aspect of this job-sharing proposal is how it could impair public safety. Earl Patrick, President of the FOL Damascus Chapter, notes that assistants are not trained or experienced in emergency response. Should an emergency arise at one branch when that manager is at another branch, it would take a half-hour for them to arrive to begin resolving the issue.

At a time when the library system increasingly relies upon volunteer support, dividing a manager between branches blunts the usefulness of Friends Chapters and Library Advisory Committees. During a recent period of repeated managerial changes, the Marilyn J. Praisner FOL Chapter found decisions on their budget and activities were deferred or poorly made. "Our role in programs we might offer, or our participation in community events, often lacked clear coordination due to the changing of the staff," says Chapter President Betsy Matthews. "This discontinuity of leadership directly impacted our effectiveness as volunteers, and many volunteers left the FOL, as they were not making a meaningful contribution to our library."

As we and many others have testified and discussed with you, and as your staff memos have recognized, MCPL has taken budget hits far out of proportion to its size. We believe they are far in excess of the value the system renders to our nearly one million residents – 70 percent of whom have library cards.

For these reasons, we urge you not to adopt the management realignments you have proposed, both because they constitute micromanagement of the library system, and because further cuts will severely damage the system that patrons countywide rely upon.

Sincerely,

Ann Dorough
President
Friends of the Library, Montgomery County

Art Brodsky
Chairman
Montgomery County Library Board

MCPL Response to HHS Scenario 1

Montgomery County Public Libraries (MCPL) is tasked with managing an unprecedented \$9 million, 24% budget cut. In order to accomplish this reduction we have very carefully and strategically redesigned our services, to provide the best services we can for \$28.5 million. Our review was linked to our strategic plan, it was thoughtful and deliberate, taking several months to construct, and building upon several years' worth of strategic work in the department. In every case where we reduced services, staffing, or organization structure, we matched the appropriate classes to the work, whether those classes were represented or non-represented.

As we discussed in eight pages of briefing notes provided to the HHS Committee for the April 26th packet, where managers are concerned, we in fact did reduce our non-represented staff by nine positions from FY10 levels, bring us to a total 19 non-represented position reductions since FY09 (26% reduction). We also have greatly increased the workload and expectations on existing managers and the even smaller manager complement that will remain for FY11; while we have taken several active measures to reduce the workload expectations on front line staff in recognition of the reduction of staffing resources to handle increasing customer demands. The April 26th packet contained a comprehensive chart of those issues prepared by MCPL.

MCPL needs the management and the total staffing structure in the County Executive's recommended budget as amended in order to have a fair chance to successfully accomplish our very difficult mission. At the very least, the idea of trying to manage two branches with one manager should be studied in a more neutral environment, with the proper time allowed for comparison to other County and other national operations, not made in the heat of a budget process. This is especially logical in our view, given that the HHS Committee did not propose their scenario in the context of a further cut to the overall library budget, and that the Council's own Office of Legislative Oversight figures show that MCPL managers (above grade 27) comprise less than 7% of MCPL merit staff, which is almost an order of magnitude lower than the average for all County departments, 12%. Council staff in the April 26th committee packet summarized their own findings by saying:

In the final analysis, Council staff suggests that the Department of Libraries has already taken extensive reductions in personnel, resources, and services for the coming fiscal year. The reduction as recommended by the Executive is disproportionately higher than for other departments in terms both of dollars and positions. The above position analysis shows that Libraries has a fairly flat management structure without much redundancy.

MCPL will also continue to evaluate its staffing, organization, and services as part of its ongoing strategic plan efforts, and given that the budget situation will quite possibly pose even further challenges in FY12. We simply ask that we be given an opportunity to make change recommendations to the core structure of our own department based on our full

knowledge of customer service needs, staff capacity, organizational efficiency, and the requirements of professional personnel classification methods. Those methods have a long history, and are the methods that are supposed be used by all parties in the Government to make rulings on what classification of position should perform what tasks. By using those methods over time, it has already been clearly established that the Manager III class is the appropriate classification required to run a library branch. The classification and grade of all other information service classes in the library department were recently reviewed, and essentially confirmed by the independent contractor assigned to do the work.

Please find below our follow-up answers and points in response to some of the particular ideas discussed by the HHS Committee regarding their “Scenario 1”, as requested by the HHS committee.

Follow-up Questions/Points from HHS Committee Work session

The “direct impact” of the Scenario to the library customers, how would this change directly affect the customer?

The customer in libraries has multiple service demands, fulfilled in many different ways, not just by librarians answering questions at the information desk, or circulation staff checking out materials or answering account questions. The branch manager is responsible for ensuring that the overall customer environment is safe, the branch is comfortable, the collection meets local needs, the branch is operating to serve strategic plan objectives to meet overall customer needs, that staff are well trained and effective, and many other aspects of service. This is an active job, requiring constant attention, and with only half a resource to manage the overall environment, the overall customer experience will be degraded. In addition, we will detail below that the HHS Scenario 1 proposal will actually reduce the number of direct public service hours provided by staff to customers at the information desk. So, on both counts, the overall impact will be negative for both customers and staff.

Library branches, and especially the Tier 1 branches that are subject of the HHS committee proposal, are some of the busiest, most used operations in County Government. It’s a complex job with multiple demands from the Department, community, the staff, volunteers, and the government (including policies, contracts, regulations, and procedures). The library branch manager is the person accountable for ensuring that the branch creates and implements a work plan with multiple stake holders, meets performance targets, and is responsive to customer needs. Each branch is a key component to the demonstrated success of the library system overall in meeting our strategic plan goals, meeting performance measure targets and expectations, and implementing annual work plans. They address numerous issues which require attention at each branch, feedback between branches and Central Administration, leadership at all levels, training, and adjustment. It’s not a role that is feasibly diffused among multiple parties. Many people in the department, represented and non-represented, actively work these issues to improve customer service, but branch managers are the key

communication coordinators within the department in executing policy changes, system upgrades, training plans, and service changes.

The effectiveness of the manager and of each branch affected by the HHS Committee Scenario will be significantly reduced. The manager will have essentially double the work, and half the time to do it in. They will not have enough time in either branch to effectively work with staff and customers, gather information on how service is going, make decisions, and provide feedback to other decision makers. For instance, the manager will be in the branch for only one-third of each branch's operating hours (20 out of 60). It's quite conceivable, under those circumstances, that managers in this situation may barely ever see some of the staff they will be required to evaluate.

One key function of library managers is to represent the library system and the County to the community. At a minimum, Library managers work with Library Advisory Committees, and in many cases, Friends of the Library Chapters. They also frequently interface with local Kiwanis groups, Rotary Clubs, resident groups involved in community planning or service endeavors, and other groups. These groups provide information on customer needs and collaborate on community-funded programming that enhances the library and the community. Their ability to meet this requirement if managing and leading two separate communities would be greatly diminished.

In our estimate, detailed more fully later in this response, the HHS proposal will actually result in a net decrease in the face-to-face services provided at information desks. **We estimate that as many as 590 fewer direct information service desk hours per pair of branches would be provided under the HHS committee's scenario 1.** This is because library managers will provide fewer of the direct public service hours they currently provide, and other staff will also not provide as many hours since they will be managing issues 20 hours per week in the absence of their library manager. This reduction is in spite of the estimated hours that would be provided by additional library staff positions under the proposal.

When you lose service desk time from a manager, it's a threefold loss, because the manager's time on the service desk serves multiple purposes that serve customers, other staff, and the system as a whole:

- a. The manager's schedule on the service desk is more flexible, they can and do fill in for the most critical service needs that arise unexpectedly because of illness or inclement weather, in addition to other fixed times the manager works on the desk. This ensures quality of service for the customers, and reduces workload on represented staff.
- b. The manager works hours on the service desk to allow represented staff time to train, take committee assignments, and develop their skills.
- c. While working the service desk, the manager is best able to evaluate how other employees perform, mentor employees, lead by example, and interface directly with customers. They often take this feedback with them to Administration to assist us in assessing technology changes, policy changes, and operational issues.

Library managers provide critical leadership in both short-term and long-term contexts. This leadership is not feasibly supplanted or replaced by either Senior Librarians or other library staff. All these staff classes of course work together on these issues, and at any given time any class may deal with an aspect of such issues, or even particular incidents. But by their nature, full attention and final resolution of these matters is a long-term process that is managed by the library manager, and that is how it is most effectively done because the long-term solutions to these issues require substantial coordination with Library Administration and the leadership of other County departments and agencies. Below are some examples.

Short-term tasks of a branch manager, examples:

- Handle disruptive behavior issues to their conclusion at the time of incident (which represented staff also do sometimes, but it is best that a manager deal with the issue, so the represented staff can move on to the next customer, and the manager can mitigate the disruption to other customers).
- Handle facility or operations crises.
- Arrange for substitute staff, other staff from another branch, or by filling themselves, to take over a desk service time slot when the staff scheduled to work it falls ill or otherwise cannot work their time slot.
- Direct supervision and accountability of all staff. Personnel issues often must be dealt with immediately, and cannot wait days for a part-time manager to return to that branch. Such issues are frequently beyond the scope of a senior librarian, requiring discussion with the PSA for Branch Operations, OHR and MCGEO.

Long-term tasks of a branch manager, examples:

- In general, because of the structure of the department, a branch manager is a key asset in communicating between their staff and Central Administration to determine if any issue (behavior, customer service, personnel) is being caused by a department project, policy or decision; or that an issue could benefit from a department or even Countywide decision. The Disruptive Behavior Law is a good example of that. Managers were key (among other parties) in getting the law passed, and Managers are key to implementing the policy in a consistent and effective manner.
- Determine the strategy for dealing with disruptive behavior (which can frequently be caused by a persistent person or groups), which includes coordinating with Administration and Police to determine if a Police Detail is necessary, working with Human Services, School System, Recreation, and others to address “group” issues.
- Ensuring facility issues are fixed, especially long-term ones.
- Working with community, Administration, and other County departments to ensure community feedback is taken on capital projects, or other projects of significance related to a library branch.
- Solving persistent personnel issues (conflicts, performance, long-term absences and the related schedule planning).
- The design and implementation of an annual branch work plan. This work plan aligns the identified needs of the community with the County's Strategic goals and

the Department's Strategic Plan. It requires dialogue with the local community, collaboration with other County departments, and discussion with the Director and Public Service Administrators.

- Managing library system technology, policy, and operations changes locally, ensuring system gets feedback on these changes so that it can adjust as necessary.
- Participating in dialogue formally and informally with MCGEO. Branch Managers and Administration have many formal and informal channels of communication with MCGEO. It is in the Performance Plan of every manager to be proactive with represented employees in addressing working conditions and in communication in general. We expect managers' to be responsive, and they are a key element in implementing department-wide relationship with MCGEO.

Finally, all managers share in the provision of library service on Sunday. For FY11, most managers will be in charge of a branch for 7 – 8 Sundays, up from 6 Sundays in FY10. Further reducing the number of managers will increase an already substantial burden on the managers, who also work Saturdays and nights as a regular part of their schedules.

Describe specifically how the Scenario would work (grades of positions, part-time/full-time) and how direct service desk time to the public would be affected

a. Grade, class, and part-time/full-time status

Library Managers are information specialists. Therefore, if a Manager is abolished, they must be replaced by Librarian I. The department did not abolish any filled part-time Librarian I positions, so if this proposal were going to be forced on the department, we would replace the two or three managers abolished with two or three full-time Librarian Is, since there are three filled positions being abolished in that class full-time.

While MCPL does not agree this proposal has a net benefit to customers or staff, we did agree that if it were going to be done, the only feasible way to do it is Scenario 1, as presented in the Council packet. As discussed in the work session, any feasible scenario requires that a branch manager or senior librarian be scheduled in charge of the branch for all open hours on a normal basis, because only those two grades are high enough to be in charge of the information staff in a branch, who are graded higher than the Library Assistant Supervisor (grade 20). Information services and circulation services are also distinct disciplines, with the Library Manager and Senior Librarians being able to manage both or either, while the converse is not true for the circulation services manager (Library Assistant Supervisor). This means that only Tier 1 branches can be paired, since each branch library in that tier has a Senior Librarian. Tier 2 and Tier 3 branches do not have Senior Librarians, and thus with only 20 hours of attention from a Manager III, they would not have sufficient management of information services.

Because MCPL already proposed abolishing the Manager III at Gaithersburg branch during its closure, there are only five Tier 1 branches that will be open in FY11. The Gaithersburg Interim facility is not staffed like a Tier 1 branch, and will provide a lower level of services. Therefore, in analyzing the detail of HHS Scenario 1, MCPL must

propose two alternate ways to implement that scenario from a practical standpoint. We recommend Scenario 1b., which pairs only 4 branches, leaving Germantown (the busiest branch in the system) to have its own dedicated manager. Scenario 1a (pairing Germantown with Damascus) requires the creation of an additional Senior Librarian to work, which reduces the savings, and is contrary to how MCPL is deploying Senior Librarians. The chart below shows our best estimates of the actual savings and costs that would be attendant to the scenario. A more detailed chart showing the individual level data that backs up this summary chart can be shown to Council staff by request, since the data involved concerns specific personnel

MCPL Calculations Regarding Council Scenario 1

1a. - Requires a Sr. Librarian be added because the third "pairing" with Gaithersburg already removed a Manager III

	Savings	Redistribution
Abolish 3 Manager IIIs; Restore 1 Sr. Librarian (1), Restore 3 Librarian 1 FT (2)	\$ (347,865.98)	\$ 361,840.16
<u>Estimated Net Effect</u>	<u>\$ 13,974.18</u>	Need to Increase Budget or find more offsetting cuts

1b. - Only Pair 4 branches (2 Pairs) because Gaithersburg Manager cut already

	<u>Savings</u>	<u>Redistribution</u>
Abolish 2 Manager IIIs; Restore 2 FT Librarian Is, 1 PT Library Associate	\$ (218,833.28)	\$ 218,984.20
<u>Estimated Net Effect</u>	<u>\$ 150.92</u>	

Notes

1. Costs are based on analysis of actual current positions and intentions of affected incumbents to-date.
2. There are five FT Librarian 1s being abolished, so that would be the logical position to restore.

b. Net loss of public service hours: Specific estimate of customer service hours lost and gained

The chart below summarizes MCPL's estimate of the direct information service desk impacts of the HHS committee's scenario 1 proposal. In our estimation, the proposal would result in a net reduction of direct service hours to the public, because the lost direct public service desk time of the four managers affected (the manager position abolished, and the three manager positions remaining) exceeds the potential desk time gained by hiring an additional employee or employees. The chart is predicated on Scenario 1a. as described above, which only restores 1 Librarian 1 full-time per pair of affected branches. We believe the estimate of service hours lost is conservative, it's quite possible more service hours would be lost than the 10 hours per week from each Senior Librarian, given that the manager is gone from each branch 20 hours per week. The most work hours any full-time position can put on a service desk is 1,800 (accounts for leave taken, holidays, and personal days), so even if a Librarian 1 worked 100% of their time on the information desk, there would still not be a net gain to the customer.

We project that this scenario would cause substantial stress and distraction to represented staff, who would be under even greater pressures from the volume of service demand and a persistent lack of attention to resolving critical issues.

MCPL Estimates of the net effect on Service Desk time of 2 Branches 1 Manager proposal
This Estimate provided is PER PAIR

Losses

Manager III Abolished "Branch A"	-545 Minimum time a branch manager spends directly on information service desk (30% of their hours available)
Manager III of "Branch B" remains, manages both A and B	-360 Cannot spend 30% of their time on service desks at two branches, will spend 10% of their time on the information desk, splitting that time between the two branches.
Sr. Librarian or other staff at Branch A, diverts time from the service desk to manage branch issues in the absense of Manager III	-450 A Sr. Librarian would normally be on the service desk 45% of their time, or 817 horus per year. That time will be reduced to 20% of their time on the service desk (360 hours), a loss of 450 service desk contact hours per year, or about 9 hours a week. That is a conservative estimate of how much time they will spend off the desk dealing with branch issues and being in charge of the branch more often because of the loss of a Manager.
Sr. Librarian or other staff at Branch B.	-450 See above.

Service hours lost

-1805

Gains

Librarian 1 (FT) (only enough savings to add 1 Librarian per branch)	1217 service desk hours (face-to-face public service) provided by full-time Librarian 1s
--	--

Service hours gained

1217

Net direct Service Impact for Public

-588

Will there be classification issues?

MCPL believes this is a significant possibility. OHR, via the professional classification procedures long used in the County, has already officially put the grade of all Branch Managers at MIII, regardless of whether the branch is in “Tier 1” or “Tier 3.” Per the last bargaining agreement, we are near concluding an independent review of all the librarian grades. Preliminary results confirm the current grading of the Sr. Librarian, Librarian II, Librarian I, and Library Associates (that’s all the information service grades).

All of these grades are in balance, however, because each branch has a Manager III to handle both specific tasks that can’t be delegated (personnel management for instance), and the volume of short-term and long-term tasks discussed earlier in this response, like facility issue resolution, disruptive behavior resolution, relationships with community organizations, and other tasks. With a Manager III stretched between two sites, Sr. Librarians and potentially even represented staff are very likely to handle a volume of short-term, and even long-term tasks in these areas that will put them at risk of working out of their class. That could then have financial and organizational ramifications for the system.

Salaries

The assertion that there is some kind of substantial gulf in salaries and overall personnel costs between library managers and represented staff has been made several times. The data on this issue shows that the assertion is a generalization that is not accurate. The average cost of a library manager, for instance, is \$46 per hour; versus \$33 per hour for a Librarian I and \$40 per hour for a Librarian II. A comparison of both the average salaries and the detailed salaries of library employees validates in MCPL’s opinion two facts:

- Library salaries are a function of a person’s grade, responsibilities, and functions. Those persons with higher salary ranges also have substantially more responsibilities.
- Library salaries grow primarily because of seniority, regardless of class or represented status.

Other facts about salaries of MCPL staff include:

- Approximately 22 Librarian IIs (grade 24) make more money per year than at least one of our Public Services Administrators (MLS Grade M2), and more than 8 -9 (one third) of our Agency Managers (MLS Grade M3).
- 33 Librarian IIs make more than \$65k per year, versus 23 Agency Managers (MLS Grade M3), who by definition make more than \$65k.
- 8 of 23 Agency Managers (branch and unit managers) have salaries under \$90,000, only 5 are at the top of their grade. There are about 20 Librarian IIs at the top of their grade, out of 50 total in the class.

- There are 10 Librarian Is and 15 Library Associate IIs (grade 21 for both) making more than \$65k per year; several of them make more than several Library Assistant Supervisors (a supervisor, grade 20).
- The average compensation for Librarian IIs (grade 24) as whole class is \$83.1k, which is higher than the average compensation for Senior Librarians (supervisors, grade 25) as a class (\$82.2k).
- The average compensation for Library Assistant Supervisors is \$62.6k, which is lower than the average compensation for L1s, L2s, Library Associate IIs, and 3 other represented classes.

MCPL Salaries and Benefits Costs By Class (FY10 Data)

		AVERAGE WY Costs BY CLASS		
<u>Non-Represented Classes</u>		<u>Salary</u>	<u>Benefits</u>	<u>Total</u>
MANAGER II	(Grade 0M2)	\$ 122,713.50	\$ 37,054.25	\$ 159,767.75
MANAGER III	(Grade 0M3)	\$ 98,047.04	\$ 33,650.83	\$ 131,697.87
MGT & BUDGET SPEC III	(Grade 025)	\$ 96,192.00	\$ 39,368.00	\$ 135,560.00
SR LIBRARIAN	(Grade 025)	\$ 82,220.54	\$ 30,709.38	\$ 112,929.92
*ADMINISTRATIVE SPEC II	(Grade 021)	\$ 78,836.50	\$ 39,798.00	\$ 118,634.50
ADMINISTRATIVE SPEC I	(Grade 018)	\$ 67,793.00	\$ 30,602.00	\$ 98,395.00
SENIOR EXEC ADMIN AIDE	(Grade 018)	\$ 66,864.00	\$ 26,005.00	\$ 92,869.00
LIBRARY ASST SUPERVISOR	(Grade 020)	\$ 62,613.63	\$ 26,504.11	\$ 89,117.74

<u>Represented Classes</u>		<u>Salary</u>	<u>Benefits</u>	<u>Total</u>
PROGRAM MANAGER II	(Grade 025)	\$ 96,192.00	\$ 35,107.00	\$ 131,299.00
INFO TECHNOLOGY SPEC III	(Grade 026)	\$ 85,764.50	\$ 32,926.50	\$ 118,691.00
LIBRARIAN II	(Grade 024)	\$ 83,176.98	\$ 28,788.57	\$ 111,965.55
LIBRARIAN I	(Grade 021)	\$ 68,581.54	\$ 28,144.02	\$ 96,725.56
PROGRAM SPECIALIST I	(Grade 018)	\$ 67,793.00	\$ 26,340.00	\$ 94,133.00
LIBRARY ASSOCIATE II	(Grade 021)	\$ 67,252.67	\$ 27,869.27	\$ 95,121.94

From: Gail H [mailto:gheath@mcgeo.org]

Sent: Tue 5/4/2010 10:12 AM

To: Leventhal's Office, Councilmember; Trachtenberg's Office, Councilmember; Navarro's Office, Councilmember

Cc: Floreen's Office, Councilmember; Gino Renne; Tuckerman, Kristine; mmarx@shentel.net; Fitzmeyer, June

Subject: Library Info

Members of the HHS Committee,

After last week's HHS Committee hearing on the Department of Public Libraries, Council staff had made some recommendations on pairings of branch managers with two branches. We also reviewed that information and came up with some other alternative pairings that are based on geographic location.

Aspen Hill/Twinbrook
Chevy Chase/Kensington Park
Long Branch/Silver Spring

Additionally, the issue of the importance of having a branch manager at each branch. The position of Sr. Librarian (job title is Asst. Branch Manager) was not discussed. This position was moved out of the bargaining unit in approximately 2000 to reflect their role as supervisors. I have attached their position description from the OHR website to reflect the work they are to do. In simple terms, they are the fill in for a branch manager when they are not around.

Finally, the Librarian II position description also has them as lead workers who are in charge when no one else is available.

Gail