FY2012 Performance and Accountability Report

Montgomery County Public Libraries

CountyStat

MCPL Alignment to County Priority Objectives

Montgomery County Priority Objectives
• A Responsive and Accountable Government • Affordable Housing in an Inclusive Community • An Effective and Efficient Transportation Network • Children Prepared to Live and Learn • Healthy and Sustainable Communities • Safe Streets and Secure Neighborhoods • A Strong and Vibrant Economy • Vital Living for All of Our Residents

MCPL Headline Performance Dashboard

Headline Performance Measure	FY11 Results	FY12 Results	Performance Change
Percent of Library customers satisfied based on the Library customer survey results	91.0%	N/A*	⇔
Return on Investment from Library Services	$8.60	$7.54	↓
Total use of Library services (in millions of uses)	25.9	23.6	↓
Circulation of library materials per capita	10.44	9.5	↓
Cost per circulation	$2.85	$3.09	↓
Library visits per capita	5.9	4.9	↓

*Survey is conducted every two years

MCPL At A Glance

What Department Does and for Whom	How Much / How Many
Montgomery County Public Libraries offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.	*Total Operating Budget: $28,475,300 million* *Total Work Years (WYs): 288* *Total number of Library Branches: 21* *Total number of library services used by our customers: 23,608,870*
Information and Circulation Services: Where the County Reads. Provide a prompt, accurate, useful response to customer questions that help them with school, employment, leisure, citizenship and other important life activities.	*Work Years (WYs): 121.7 work years of State-certified librarians and library associates (42% of MCPL staff)* *Total number of information questions answered in branches, and over the phone: 1,216,181* *Total number of information questions answered via twitter, chat, and email: 5,943* *Total number of website visits: 3.4 million, the most visited county website*
Library Materials and Information Services: Where the County Reads. Provide physical and virtual information sources, professionally selected and maintained to meet both general and specific community needs.	*Total number of books, downloads, and audio/visual material circulated: 9,403,471* *Total number of physical items in our branches: 2.2 million books, audio, video, and music formats, and magazines and newspaper issues* *Total number of research databases available 24 hours a day: 43, with millions of streaming and downloadable articles, books and music files* *Total number of hours our branches were open to the public: 49,106*
Programming Services: Where the County Learns. Provide programming to support early literacy, children's school and reading needs, homework help, adult reading, culture, current events, community issues, English Language learning, and other needs.	*Total number of programs: 3,541* *Total number of people attending programs: 72,420* *Total number of Early Literacy Programs: 1,108* *Total number of children and caregivers attending Early Literacy programming: 41,270* *Hours of instruction in Basic Literacy or English as a second language/English for Daily Use: 55,999* *Registered for Summer Reading: 3,195* *Books Read for Summer Reading: 17,735* *There were 47 summer reading programs, attended by 5,037*

MCPL At A Glance (cont.)

What MCPL Does and for Whom	How Much / How Many
Library as Gathering Place: Where the County Meets. Provide a vital community space that fills a diverse set of group and individual needs, from tutoring-studying to recreational reading.	*Number of multipurpose rooms available to the public for tutoring, quiet study and group study: 44 flexible spaces across 16 branches* *Total number of public meeting room hours booked for business or community purpose: 2,956* *Literacy Council active tutors: 661* *Teen spaces with special furniture and collection emphasis: 12*
Libraries, social media and technology: MCPL communicates with its customers in many ways, including modern social media technologies. We provide access to computer technology, and we make use of technology to serve our customer's needs.	*Number of public Access Internet Computers loaded with office productivity software and Internet access:* 472 (559,000 computer sessions in FY12) *Number of Computer/Language Labs*: 4 *Facebook friends (including Teens): 888 (1,002 posts)* *Twitter Followers: 1,476 (~2,715 tweets)* *Apps for mobile devices: 8* *Late in FY12 we offered customers Freegal, a downloadable music file service. Customers downloaded 2,715 music files in the service's first month (June 2012).*
Supporting the mission of Schools: programming such as Ready by Five Storytimes, homework help; early Literacy workstations, library materials appropriate to curricula; research databases; science programming; outreach.	*MCPL estimates that 52% of its materials collection and efforts are associated with supporting Schools.* *7 branches have Early Literacy self-guided learning workstations for children* *MCPL offered 70 formal homework programs in FY12* *Every Children's room in every branch is organized to support early literacy, literacy skills and development, and school work* *Noyes Library for Young Children: A unique facility for early literacy*

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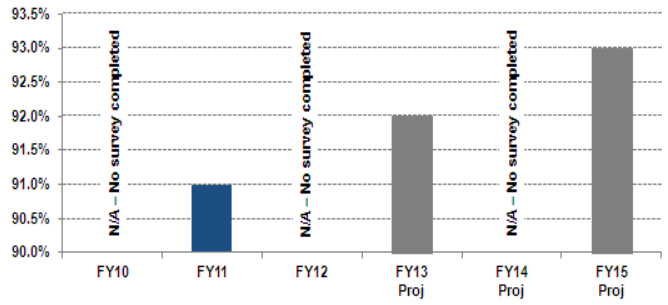
Headline Measure 1: Percent of Library customers satisfied based on the Library customer survey results

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	*	91%	*			
Projection				92%	*	93%

*N/A – Survey is completed every two years

Factors Contributing to Current Performance

- Skilled workforce, providing high qualify service (ratings on customer service for helpfulness and courtesy were highest in the survey 8+ out of 9)
- Strong customer demand
- 75%+ of users visit monthly or weekly
- 58% of users say services improve their quality of life
- 53% say resources available to research items of personal interest
- Most improved from 2008 to 2011: Programs (relevance and quantity)
- FOL support for programming
- Library Board and LACs

Factors Restricting Performance Improvement

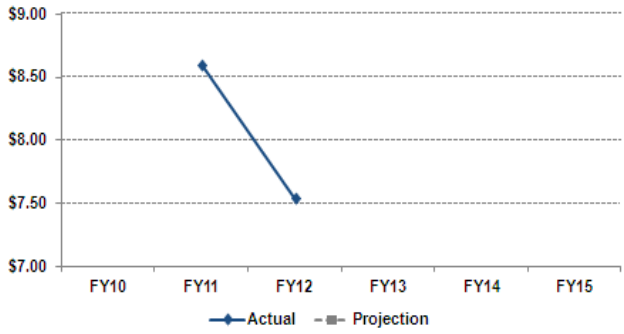
- Service areas with most negative change from 2008 survey to 2011 survey (3 – 4% decreases in satisfaction ratings on a scale of 1 – 9):
  - Cleanliness (-.26)
  - Availability of staff (-.29)
  - Availability of materials (-.33)
  - Overall materials collection (-.3)
  - Convenience of hours (-.6)
  - Length of wait for holds (.-35)
- It has taken time to implement and market restored ($1 million) library materials funding

Performance Improvement Plan

- Continue to Implement newly approved Department Strategic Plan, with emphasis on Technology, Facilities, Marketing and collection Development Policies
- Continue the strategic placement of staff based upon busyness, customer needs, and staff skill sets
- Continue to improve and innovate service models, such as Virtual Services, programming, information services provision, and technology
- Analyze results of FY13 Customer Satisfaction Survey to identify areas for further improvement
- Increase Outreach and programming efforts to connect all populations to library services
- Analyzing demographics and census data, with an improved methodology and consultation with experts, to provide the right programs and collections to our diverse communities
- Continue to work with Library Board and LACs, Customer comments and suggestions, social media, and other sources to understand changing customer needs, and the effectiveness of service improvements MCPL makes

Headline Measure 2: Return on Investment from Library Services

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	*	$8.60	$7.54			
Projection						

*Measure created in FY11

Factors Contributing to Current Performance

- Compelling savings for users, approximately $247 per user, or $465 per household
- 686,000+ account holders
- 21 branch locations, plus 24/7 virtual services
- 122 FTE of state-certified librarians
- Access to programs and materials that support academic achievement at all ages
- Over 3,500 programs offered for all ages from staff, volunteers, and professional performers

Factors Restricting Performance Improvement

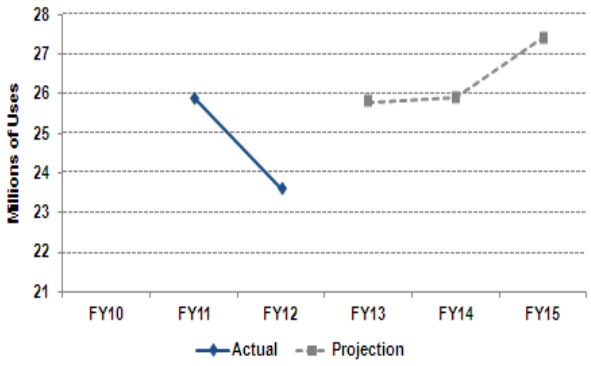
- Reduced service hours for customers limits access to value
- Outmoded technology reduces value of available computers
- Marketing: ensuring customers know the services and how to use them
- E-books market place, and insufficient budget (FY12) to increase customer e-book options

Performance Improvement Plan

- Improve materials selection, marketing of services, and business process improvements
- Implement Microsoft Office upgrade for all public internet PCs in late FY13
- Increase breadth and quantity of e-books collection
- Continue progress with implementation of MCPL's new Outreach Team service model
- Implement Strategic Plan, including Facilities Plan, Marketing Plan, Technology Plan, and Collection Development Policy
- Make library branches into 21st Century service facilities by modernizing software and equipment, re-orienting building layouts, reducing shelves and improving furniture, using modern digital signage technologies, supporting diverse materials needs, providing programming, maker spaces, smart meeting rooms, electronic materials, automating certain materials handling functions, and other 21st Century library services.
- Further refine methods for measuring Return on Investment, including pursuing estimation of economic returns (e.g., real estate values, value to businesses, and other values used in other studies of library return on investment)

Headline Measure 3: Total use of Library services (in millions of uses)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	*	25.9	23.6			
Projection				25.8	25.9	27.4

*Measure created in FY11

Factors Contributing to Current Performance

- Availability: 49,000+ public service hours in FY12- 67,000 transactions per service day
- Customers use different library services over the life of their relationship with the department.
- Diverse amenities: small tutor rooms, meeting rooms, 472+ computers, in-house materials, copiers, printers, etc.

Factors Restricting Performance Improvement

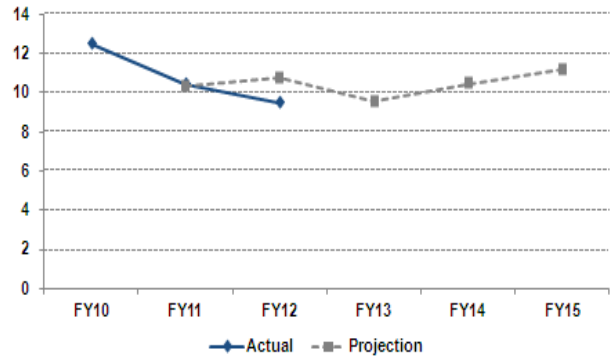
- Two busy branches closed for renovation.
- Convenience of hours, conflict with busy schedules for some customers
- Availability of space for programs, number of programs offered (to meet demands)
- Electrical wiring, furniture, and Wi-Fi printing limitations

Performance Improvement Plan

- Open the renovated Gaithersburg and Olney libraries, which will increase service hours and improve geographic access to library services (Olney service hours will be greater than they were before the branch closed)
- Increase service hours at Long Branch (on Sundays) and Poolesville (restore FY10 hours, which included an additional evening) to make hours more convenient and accessible.
- New Gaithersburg library will have the largest programming/meeting room in the system (capacity up to 300)
- Increase library programming
- Complete a refresh of the library web page, continue development of Apps and social media service offerings and communications
- Upgrade capacity to provide printing for Wi-Fi users

Headline Measure 4: Circulation of library materials per capita

Departmental Performance and Projections



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	12.53	10.44	9.50			
Projection		10.35	10.77	9.56	10.46	11.18

Factors Contributing to Current Performance

- Materials budget increased by $1million
- Professional expertise of library staff in helping customers find the best resources
- Reader's advisory services both in person and via Reader's Café web-site.
- Marketing of materials to customers.
- Ongoing evaluation and improvement to Library Website
- Modifications to checkout and renewal policies to increase customer access to collection

Factors Restricting Performance Improvement

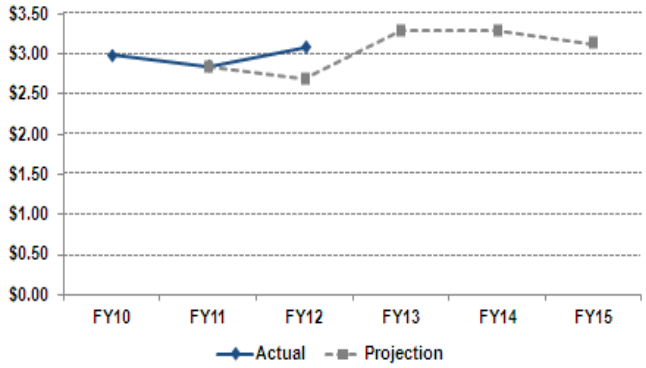
- Two busy branches closed for renovation
- Less service hours overall (from FY10)
- Long-term effects of the FY10-FY11 materials cuts (perception of "no materials" may linger, customers have changed habits and schedules)

Performance Improvement Plan

- Improve the analysis and use of data about circulation, increase data-driven planning and decision making about materials acquisition and policies.
- Explore new technologies and/or business processes
- Continue to market and build upon the library's on-line catalog and web site.
- Publicize and market library services to all our users, using all modes (social media, traditional print, in-house, web)
- Analyzing demographics and census data, with an improved methodology and consultation with experts, to provide the right programs and collections to our diverse communities
- Further increase outreach and programming
- Implement increased service hours in FY13, FY14

Headline Measure 5: Cost per circulation

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	$2.99	$2.85	$3.09			
Projection		$2.84	$2.69	$3.29	$3.29	$3.13

Factors Contributing to Current Performance

- Quality of staff work, efficient and lean organizational structure
- Administration reorganization and cost savings measures in all areas
- "Zero-based" budget approach, total reorganization of staff and service priorities

Factors Restricting Performance Improvement

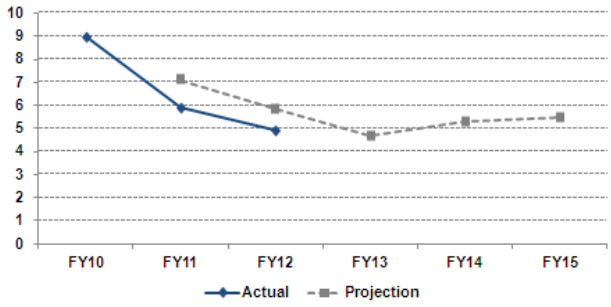
- Increase in staffing costs (medical benefit cost rates, etc.)
- A cost per circulation too far below our peer systems is an indication of reduced investment not service improvement

Performance Improvement Plan

- Continue to improve efficiency of policies, processes, practices, and training
- Make further progress on reduction of paper, print, and mail expenses
- Continuous review of staffing workload, making temporary and permanent staffing adjustments to adapt to changing budget and staffing conditions
- Take opportunities to cross-train staff and otherwise increase the flexibility of staff to respond to changes in workload or customer needs
- Continue to provide relevant materials, services, and programs, in spite of competing needs, to the increasingly diverse Montgomery County community
- Use relevant Department resources to more closely match selection of materials for branches to the collection

Headline Measure 6: Library visits per capita

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	8.98	5.89	4.90			
Projection		7.09	5.84	4.68	5.29	5.48

Factors Contributing to Current Performance

- Staff expertise applied to helping customers find the best materials
- New system-wide programming
- Innovation in establishing partnerships and collaborations
- Meeting Room Bookings extended to for-profit organizations.
- Opening of the Gaithersburg Interim facility

Factors Restricting Performance Improvement

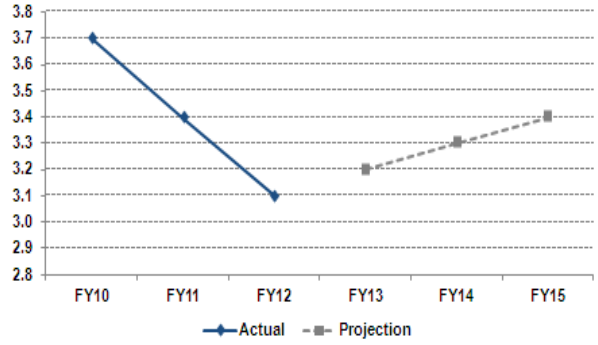
- Gaithersburg and Olney Libraries closed for renovation
- Overall service hours less than FY10
- Wi-Fi capacity, electrical outlets
- Convenience and improvement in web-site, on-line database, downloadable music, and e-books reduces need of some customers to come into a branch
- Layout, tutor rooms, furniture not sufficient for emerging uses and needs

Performance Improvement Plan

- Improve marketing of library services and materials
- Implementation of new Strategic Facilities plan
- Implement increased service hours in FY13, FY14
- Improve collections to meet the diverse needs of the community
- Continue to provide relevant materials, services, and programs, in spite of competing needs
- Implement Smart Room Technology for select branches
- Update public computers with new software, including Microsoft 2010, upgrade Wi-Fi
- Prepare for reopening of Gaithersburg and Olney Branches
- Investigate wireless printing for branches
- Web refresh, and increased social media presence
- Ongoing evaluation of library website services, available 24 hours a day, 7 days a week

Supporting Measure 1: Visits to Department Website (in millions)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	3.7	3.4	3.1			
Projection				3.2	3.3	3.4

Factors Contributing to Current Performance

- Increased usage of mobile devices by the general public
- Increased usage of social media as a communications/information tool
- Increasing popularity of e-materials and downloadables and devices
- Strong staff team, dedicated supervisor

Factors Restricting Performance Improvement

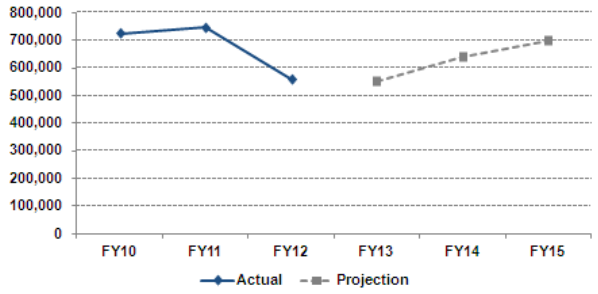
- An older User Interface Design
- Lack of public awareness of library resources available online
- Fast moving, changing technology
- Limited availability of e-books from big publishers

Performance Improvement Plan

- Strategic approach, with a Technology Plan and Marketing Plan to address issues
- Introduction of usability testing
- Redesign of the library website
- Iterative changes to website and catalog based on customer feedback
- Mining data analytics to identify areas of improvement
- Developing targeted campaigns on specific library resources and services
- Following best practices and trends in the industry
- Researching new technologies to offer as services and resources
- Creating a collaborative workspace for Virtual Services staff

Supporting Measure 2: Computer Sessions in Libraries

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	725,000	748,000	559,000			
Projection				551,000	638,000	697,000

Factors Contributing to Current Performance

- Availability of computers in all branches
- Efficient management software

Factors Restricting Performance Improvement

- Increased customer use of Wi-Fi
- Use of e-devices, smart phones
- Inability to provide wireless printing
- Age of programs, quantity of software programs on PCS
- Up-to-date plug-ins, reliability of PCs

Performance Improvement Plan

- Provide updated office software in branches, including implementing MS Office 2010 upgrade in FY13
- Upgrade computers in branches as funding allows
- Improved PC management/imaging process (to up-date plug-ins, restore PCs where settings/etc. may have been corrupted by public use)
- Promote internet computers in branches to underserved populations
- Investigate new research databases and other services for library computers.
- Provide e-devices for in-branch use
- Implement Digital Media Lab(s) with enhanced software offerings and related programming as funding allows

Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:
Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) *14% decrease in average overtime hours used by all approved positions. (Source: Department provides and CountyStat validates)*

b) *XX% increase/decrease in average Net Annual Work hours worked by all approved positions (Source: data/information not available yet)*

2) Internal Controls and Risk Management:
Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations, policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) *50% of 2 Audit report recommendations were fully implemented since issuance of the audit report (Source: Internal Audit will provide to CountyStat)*

b) *FY12 shows a 29% increase in work related injuries. (from 21 in FY11 to 27 in FY12)*

3) <u>Succession Planning</u>:
Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Under Construction)
b) XX% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department) (Under Construction)

The department has identified altnernates for key portfolios and has regularly been including those alternate staff/classes in activities to prepare them for succession. This has included reviewing position descriptions, re-aligning positions, and re-aligning portfolios. Portfolios include:

- Director (Alternates: Public Services Administrators. Actions: Increase involvement in budget, bargaining negotiations, personnel actions, and countywide collaboration/administration)
- Business Manager (Alternate: Finance and Budget Manager. Actions: Assigned procurement tasks, increased involvement in budget and policy formation).
- Public Services Administrators (Alternates: Branch Managers. Assigned branch managers to systemwide policy/administration/programming tasks, increased involvement in collaborations).
- Branch Managers (Alternates: Senior Librarians. Senior Librarians run two small branch operations as "agency manager," five Senior Librarians are Assistant Branch Managers at large branches.)
- Information Technology (Alternates: Information Technology Specialists. Staff are cross-trained)
- Central Administration and Collection Management Functions (Multiple positions and alternates, utilizing cross-training, and re-organizing teams to increase alternates and succession possibilities. Portfolio topics include: grant writing; web development; report creation, management, and analysis; payments; revenue administration; and materials processing)

4) <u>Mandatory Employee Training:</u>
Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

95-97% of employees have fulfilled mandatory County/State/Federal training requirements (Source: Department)

- Fulfillment of Mandatory Training is reviewed in all employee PPEs.
- Detailed tracking is done for meeting State certification requirements for librarians.
- The department also uses a training survey to track training needs and compliance.
- Developed (FY12) and implemented (late FY12 – current) a new training regimen to on-board almost 70 new staff (increased positions to support restored hours, and filling of vacant positions). The new regimen minimized the time new staff spent out of their branch, while maximizing their readiness to perform within MCPL.

5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: Department provides and CountyStat validates)

	African Amer	Native Amer	White	Asian	Hispanic	Other
MCPL	18%	1%	56%	16%	8%	2%

MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) (Link to report)

MCPL made 100% of its non-exempt procurement purchases in FY12 to non-LSBRP firms, a total of $32,115 in activity. FY11 activity was $31,460, for 40% of non-exempt purchases. MCPL had only one solicitation, for library cards, which was an LSBRP-only solicitation. The remainder of our activity was against DGS or other County contracts, or existing MCPL contracts, mostly for library materials. Several of the DGS contracts were to LSBRP firms. Because most of the department's other activity was tied up in existing contracts or library materials, MFD utilization was very low, at $1,295.

- Not appearing in MCPL's listings is the $98,500 contract awarded to an LSBRP firm for the MCPL Express@Olney, which is a CIP project, with the vendor identified by MCPL and the contract developed, managed, and implemented by MCPL.
- Also not appearing in the County's tracking are numerous small businesses that are paid to perform programs for MCPL, many local to the County or region, and frequently the principals are minority or female, because we diversify the programs.

6) <u>Innovations</u>:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program. (Source: Department)

Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction. (Source: Department)

Innovative approaches planned or accomplished in FY12:

- MCPL Express @ Olney – "Kiosk Library" (Collaboration with REC, DGS, used LSBRP firm)
- Services Model: Implemented single service desk model (Information + Circulation) and separate materials return location model at Wheaton Library
- Created on-line library account renewal application for customers
- Evaluated, selected, and implemented (FY13) a new on-line catalog for customers
- Via grant, provided e-Readers/tablets to branch staff to answer e-book questions and program
- Proposed and gained approval (FY13) for a new Web Page template to improve navigation
- Formed a unique Outreach Team model to replace the former "Mobile Services" model, that increases MCPL's outreach capacity, while supporting increased library service hours (planned in FY12, implemented FY13)
- Researched, designed, and tested a new approach to managing customer holds

Innovations in the pipeline:

- Digital Signage, Wayfinding, and Catalog access layouts and technology at new branches.
- Makerspace- Possible collaboration, also in Discussion with Chief Innovation Officer.
- Digital Media Labs.
- Loanable e-readers for e-books (discussed with Chief Innovation Officer)
- Loaner Laptops, possibly loaner tablets.
- Automated Sorting and Radio Frequency ID tagging of materials.
- Smart Rooms and Innovation Labs.

7) <u>Collaborations and Partnerships</u>:
Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total $$ saved by through collaborations and partnerships with other departments (Under construction)

b) List your accomplishments and/or expected results (Source: Department)

- MCPL's partnership with Community Use of Public Facilities supported Community groups and Businesses saving money booking public meeting rooms (2,956 hrs.), which MCPL estimates saved those groups approximately $360,330 compared to the private sector
- MCPL provides space, programmatic coordination, and more than 20% of the funding for the Literacy Council of Montgomery County to provide 55,999 hours of instruction in Basic Literacy or English as a Second Language/English for Daily Living. These efforts leverage more than $600,000 in State and private funding, and more than 44,000 volunteer hours.
- Partnership with REC and DGS for the MCPL Express@Olney, benefits all three partners, increasing traffic/visits, improving LSBRP participation, and responding to community demand
- Partnership with the Department of Corrections and Rehabilitation to have inmates repair library books has resulted in the repair of nearly 1,000 books, while building skills for inmates
- Partnership with Supervisor of Elections to provide some library branches as polling places
- Partnership with RSVP/AARP to provide Tax Preparers in all library branches, helped 882 seniors prepare tax returns, while saving $10,660 in in-kind service costs
- Partnership with HHS for Bone Builders Program for Seniors, with 906 seniors participating
- Partnership with Montgomery College to collaboratively train staff from both agencies saved on training costs and build expertise in how to use e-readers and how to facilitate

8) <u>Environmental Stewardship:</u>
Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 43% decrease in print and mail expenditures (Source: CountyStat)
b) 36% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)
c) List your accomplishments and/or expected results (Source: Department)

- 36% increase in paper purchases (2.2 million sheets in FY12. F12 levels are still 42% lower than FY08 baseline of 3.8 million sheets, some of FY11's savings were probably possible due to stockpiling)
- Successfully converted paper program newsletter to electronic format
- Continue to use post-cards for holds notification, planning to convert to telephone-based notices early in FY13
- Continue to market email notification as the preferred method for new and existing customers
- Libraries as a service and operation are by nature energy efficient and resource conservative, enabling shared use of resources that would otherwise have to be individually purchased.
- Libraries resell many library materials at end-of-life rather than recycling them, and enable the public to do the same by accepting their donated materials, most of which are later processed by volunteers.
- Continuous improvement in on-line offerings such as on-line account renewal, e-books, and electronic databases improves service and reduces the need for trips.
- Collocation of capital facilities maximizes land use (Examples: Silver Spring, Wheaton)