Montgomery County Public Libraries Performance Review

B. Parker Hamilton, Director

October 19th, 2010

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Agenda

- **Welcome and Introductions**
- **MCPL Headline Measures and Benchmark Analysis**
- **Wrap-up and Follow-up Items**

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Departmental Reflections on Annual Performance

What is the Department's perception of their overall performance?

- **Outstanding level of performance by staff and the system as a whole:**
  - Staff served same level of customer demand, same service hours, with far fewer staff
  - System as a whole actively prepared for the redesign of our $40M library system into a $28M system
  - The service reductions proposed were judicious, considering an over 30% reduction in staffing and other resources since FY08
  - Achieved 3-Star designation (based on FY08 data) from the Library Journal

- **Managed increase in Circulation, and Circulation per capita, despite:**
  - Economic recession; 40% materials reduction; Hiring freeze; snowstorms closures

- **Exceeded or Substantially Achieved Countywide goals:**
  - Savings Plan (second highest percentage contribution of any department)
  - Exceeded Paper/Print/Reduction goals
  - Contributed major reductions in all 3 rounds of FY11 budget process
  - Sold more than 9,000 Senior SmarTrip Cards in Libraries, as the County's most popular vendor

- **Continued progress on our strategic plan:**
  - Successful library services summit validated strategic directions and provided new ideas/energy
  - Continued evolution of virtual services branch, started to improve customer catalog searches
  - Changed branch programming business models to improve efficiency, leverage funding, and reduce workload
  - Recreated our disparate operations, policies and procedures into 1 system manual, making substantial changes to improve customer service.
  - Added accountability and accuracy to our system's service philosophy and values
  - Incorporated new technologies and processes (system upgrade, public copying upgrade, receipt printers)

Departmental Reflections on Annual Performance

What factors influenced Departmental performance?

- **Dedicated and Resilient Staff:**
  - Maintained consistently good services despite severe reductions and operating restrictions
  - Successful use of systematic analysis to make decisions (workload analysis was conducted, for instance, to support staffing redistributions)

- **Recession:**
  - High interest and strong activity in first half of fiscal year among customers
  - Staff are increasingly helping customers with intense needs for information access related to job searching and assistance

- **Weather:**
  - Storms closed system for 1,001 hours (1.7% of public service hours, or the equivalent to closing Rockville Memorial for 4 months)

- **Budget Cuts:**
  - Savings Plans, Hiring Freeze (equivalent to running 20 branches with 19 staffs (18 vacancies), mid-year RIFs reduced services available
  - No materials bought for more than a quarter due to savings plan
  - Reduction in shelving staff (and staff in general) further reduces access to materials by lengthening the time it takes to get them back into usable status

Departmental Reflections on Annual Performance

How does the Department expect to improve overall performance?

- Review of Summer/Early Fall trends makes it clear there is a correlation between resource reduction and access to services by customers

- Study impact of reduced staffing, materials, and hours on current performance measures

- Provide the highest quality customer experience possible within the resource envelope provided

- Continue to emphasize performance efficiencies, training, prioritizing of customer service provision to balance customer needs with staffing capacity

- Continue to improve processes, technology (with diversified funding when we can get it), policies, and training

- Review strategic service reductions to match the change in resources

- **We continue to work on strategic plan elements**
  - Virtual services and other technologies that efficiently deliver information to customers
  - Diversifying funding sources, particular to be able to fund new technologies and other efficiencies
  - Planning future library facilities/facility renovations
  - Training staff, modifying policies and procedures
  - Using the technologies and systems we have efficiently
  - Building better partnerships with other County agencies

Departmental Reflections on Annual Performance

How does the Department expect to improve overall performance?

Prioritize Materials Purchasing

- **With a 50% cut to $3 million, we balance our purchase decisions between:**
  - Information Resources for jobs, career/test prep, academic/research support (all levels), health, business, and other information areas
  - Early Literacy (picture books, early readers, etc.)
  - Preparing Children (all ages) to learn and grow
  - Popular interest (fiction and non)

- **Some things that now receive lower priority in the form of deferral, less purchasing, or cancellation:**
  - Magazine subscriptions (reduce)
  - Music CDs (eliminate, focus on on-line content)
  - Specialty topics (e.g., cooking, travel, crafts) – reduce and defer
  - Print reference, computer books (use on-line reference instead)
  - Cancelled several on-line data sources (ex. Mergent data on business/financial information)
  - Negotiated extensions for several major newspapers is subject to FY11 Procurement Freeze

Notes on Benchmark Dataset

Current Benchmark Data

- Institute of Museum and Library Services (IMLS)
    - Descriptive statistics on public libraries are collected and disseminated annually through a voluntary census, the Public Libraries Survey
    - Survey is conducted by the U.S. Census Bureau for the Institute for Museums and Library Services (IMLS)
    - Data is reviewed and edited at the state and national levels, and verified as correct by each state's data coordinator
    - Statistics are collected from over 9,000 public libraries.
    - Data are available for individual public libraries and are also aggregated to state and national levels
    - Contains no imputations for non-response, so some data may be missing
    - Reported in fiscal years

IMLS data lags two years behind current fiscal year due to data review, editing, and verification efforts at the state and national levels

Source: IMLS Library Statistics Site

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Overview of Benchmark Jurisdictions for FY2007

Jurisdiction	Service Population	Number of Branches	Staff	Circulation	Visits
Montgomery County, MD	921,690	21	429	11,790,783	6,156,340
Baltimore County, MD	780,821	17	475	9,131,704	5,566,626
Columbus, OH	771,097	20	672	16,931,576	8,213,556
Fairfax County, VA	1,044,800	21	515	11,942,788	5,334,827
Multnomah County, OR	701,545	16	459	19,900,816	4,701,886
Prince George's County, MD	842,967	19	325	3,499,890	2,737,211
Salt Lake County, UT	761,364	19	359	13,482,785	4,243,610

Jurisdiction chosen for benchmark because they are comparable in population size, geographic size/number of branches, and they performed well in Library Journal and/or Hennen rankings of library systems

Source: IMLS Library Statistics Site

CountyStat

Overview of Benchmark Jurisdictions for FY2008

Jurisdiction	Service Population	Number of Branches	Staff	Circulation	Visits
Montgomery County, MD	927,583	21	431	11,451,481	9,361,411
Baltimore County, MD	786,113	17	476	9,579,090	5,476,629
Columbus, OH	843,582	20	624	17,404,840	8,465,184
Fairfax County, VA	1,039,269	21	530	13,065,309	5,794,036
Multnomah County, OR	710,025	16	470	20,394,496	4,668,677
Prince George's County, MD	846,123	18	339	3,670,420	2,780,041
Salt Lake County, UT	783,135	19	355	14,244,531	4,484,694

According to IMLS data, Montgomery County demonstrated a drastic increase in visits during FY08, this is due to the correction of a long-standing formula error that was undercounting visits.

Opening the Rockville and Germantown libraries also contributed to the increase in library visits.

Source: IMLS Library Statistics Site

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Overview of Benchmark Jurisdictions for FY2007

Jurisdiction	Print Materials	Video Materials	Audio Materials	Print Serial Subscriptions	Electronic Books
Montgomery County, MD	3,059,569	156,875	179,352	3,890	1,793
Baltimore County, MD	1,253,393	53,479	155,495	4,628	86
Columbus, OH	1,741,413	155,517	155,517	4,002	6,586
Fairfax County, VA	2,317,277	71,305	134,903	3,367	59,400
Multnomah County, OR	1,375,624	105,646	151,592	3,929	N/A
Prince George's County, MD	1,938,448	76,414	111,821	3,858	3,327
Salt Lake County, UT	1,649,394	170,680	218,189	6,993	11,932

According to IMLS data, Montgomery County had the highest number of print materials and second highest number of video and audio materials of all benchmark libraries in FY2007

Source: IMLS Library Statistics Site

Overview of Benchmark Jurisdictions for FY2008

Jurisdiction	Print Materials	Video Materials	Audio Materials	Print Serial Subscriptions	Electronic Books
Montgomery County, MD	2,954,980	169,671	188,116	4,407	2,339
Baltimore County, MD	1,344,047	60,023	175,380	4,716	1,061
Columbus, OH	1,787,882	136,296	174,088	3,879	6,594
Fairfax County, VA	2,287,711	94,712	208,961	3,367	54,813
Multnomah County, OR	1,372,713	114,577	144,633	3,829	N/A
Prince George's County, MD	1,809,791	79,218	113,875	3,299	2,106
Salt Lake County, UT	1,610,766	204,175	198,967	7,888	12,484

According to IMLS data, Montgomery County increased their collection in FY2008 in all areas except for print materials, which decreased by 3.4%
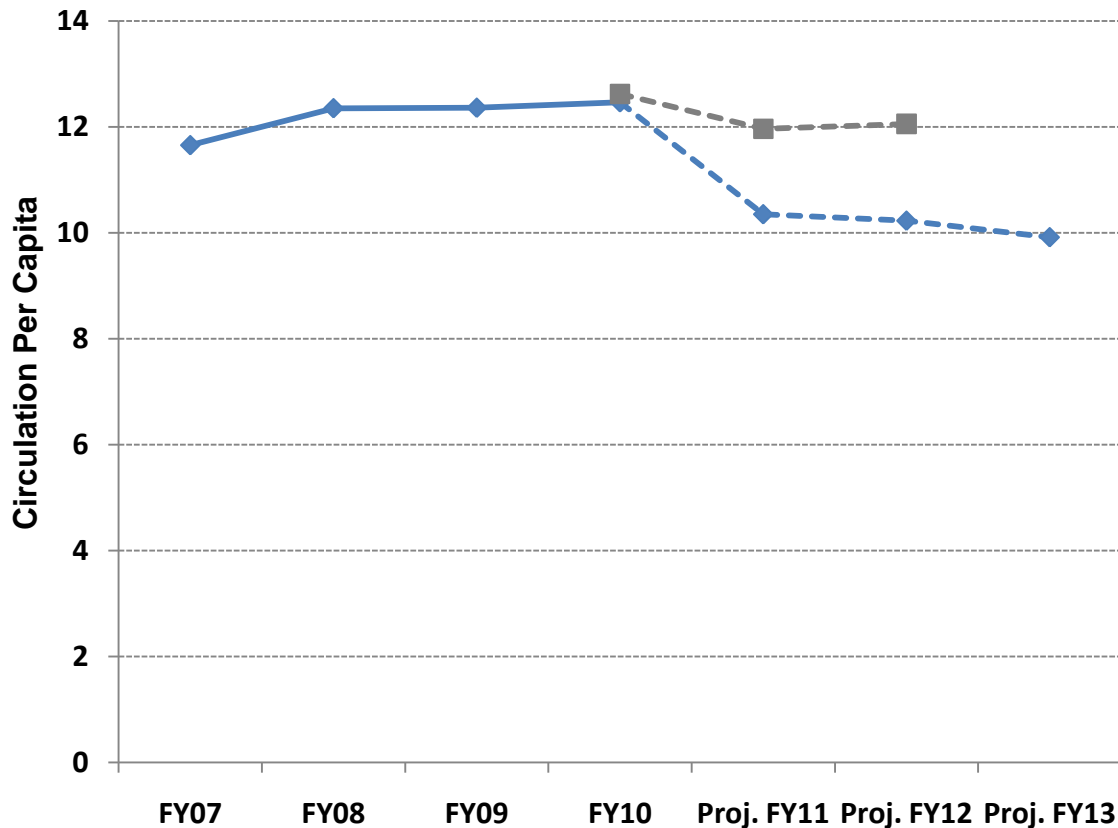
Source: IMLS Library Statistics Site

CountyStat

Headline Measures

1. **Circulation Per Capita**

2. **Visits Per Capita**

3. **Cost Per Circulation**

4. **Customer Satisfaction**

5. **Impact of Library Services On Community**

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Headline Measure 1: Circulation Per Capita

	Circulation per Capita
FY07	11.65
FY08	12.35
FY09	12.36
FY10	12.46

|	**Previous Projections**	**Current Projections**
FY10*	12.62	N/A
FY11*	11.96	10.35
FY12*	12.06	10.23
FY13*	N/A	9.92

* Projected

Based upon trending observed through Sept. 2010, MCPL has revised projection methodology.
FY11 and FY12 projections include potential loss of Sunday service hours per FY11 Savings Plan but not other CIP-related project changes.
FY13 assumes reopening of two facilities in first quarter.

Circulation Per Capita: Recent Observations

MCPL In Branch Circulation - Percent Change Versus Prior Fiscal Year
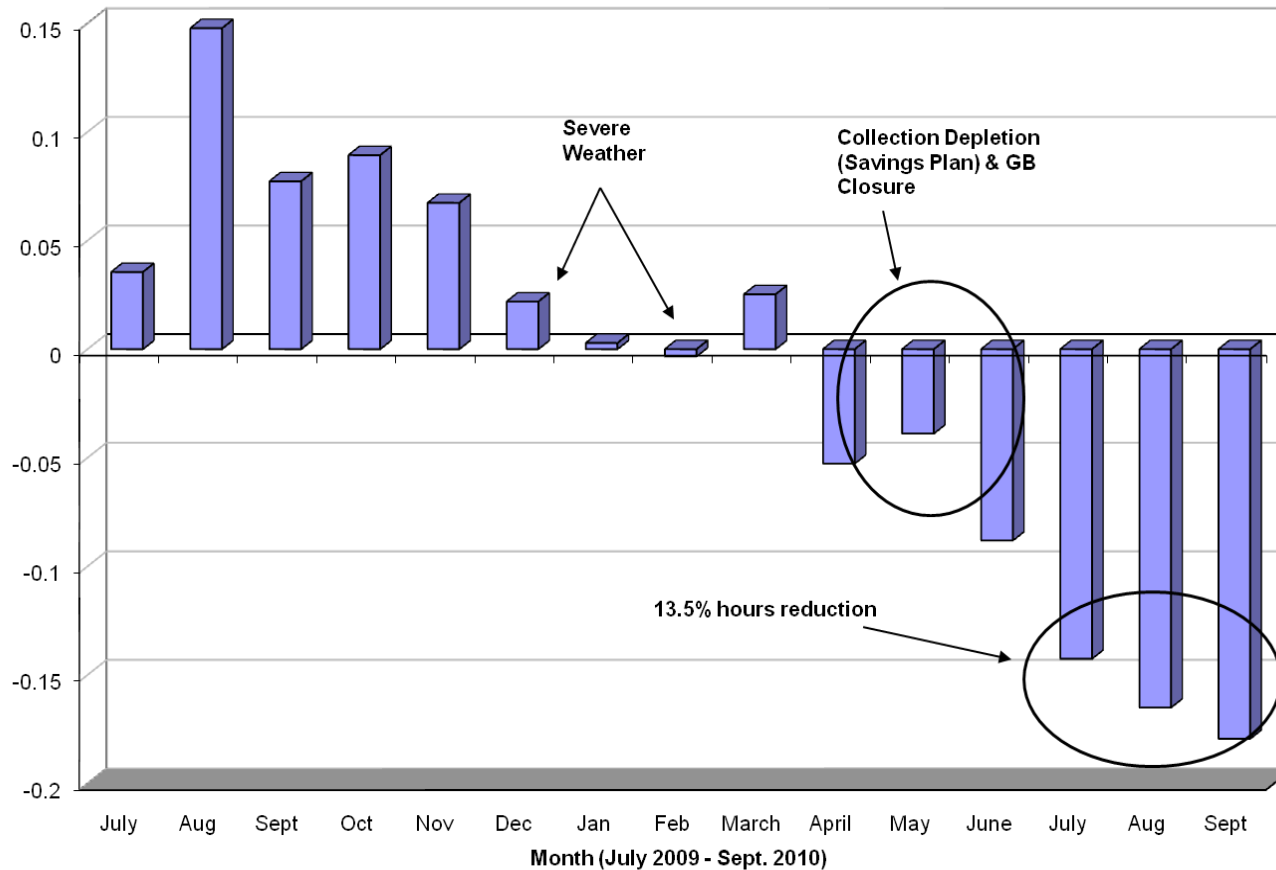

Recent experience is showing a reduction in customer use roughly in line with the reduction to access to library services caused by closure of Gaithersburg for renovation, library materials reductions, and reduction of library service hours.

Source: MCPL Analysis

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Circulation Per Capita: Recent Observations

FY10-11 In Branch Circulation Per Month Versus FY09-10
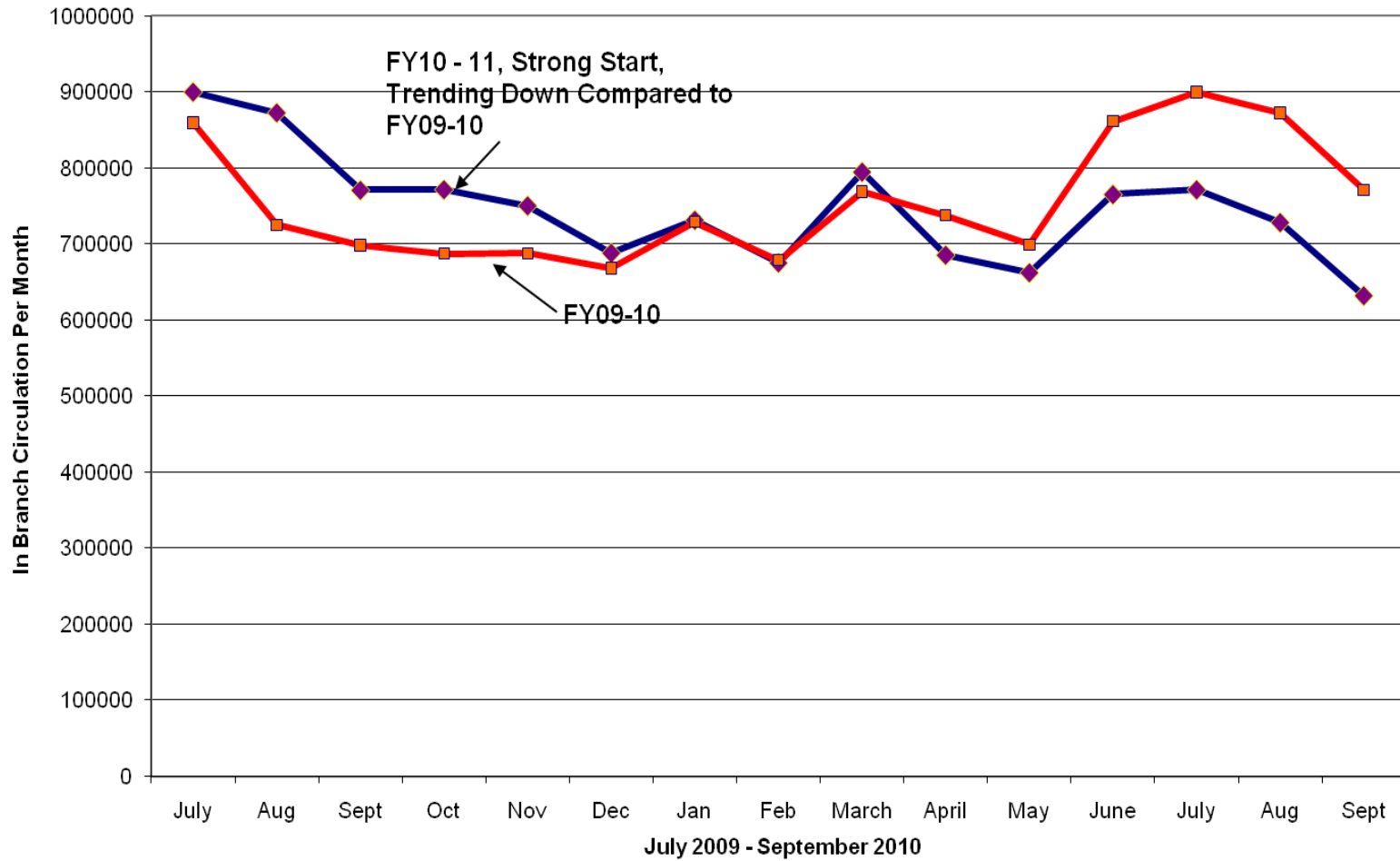
IMLS Circulation per Capita Benchmark Data

Circulation Per Capita (y-axis: 0 to 35)

x-axis: 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008

Legend:
- Montgomery County, MD
- Baltimore County, MD
- Columbus County, OH
- Fairfax County, VA
- Multnomah County, OR
- Prince George's County, MD
- Salt Lake County, UT
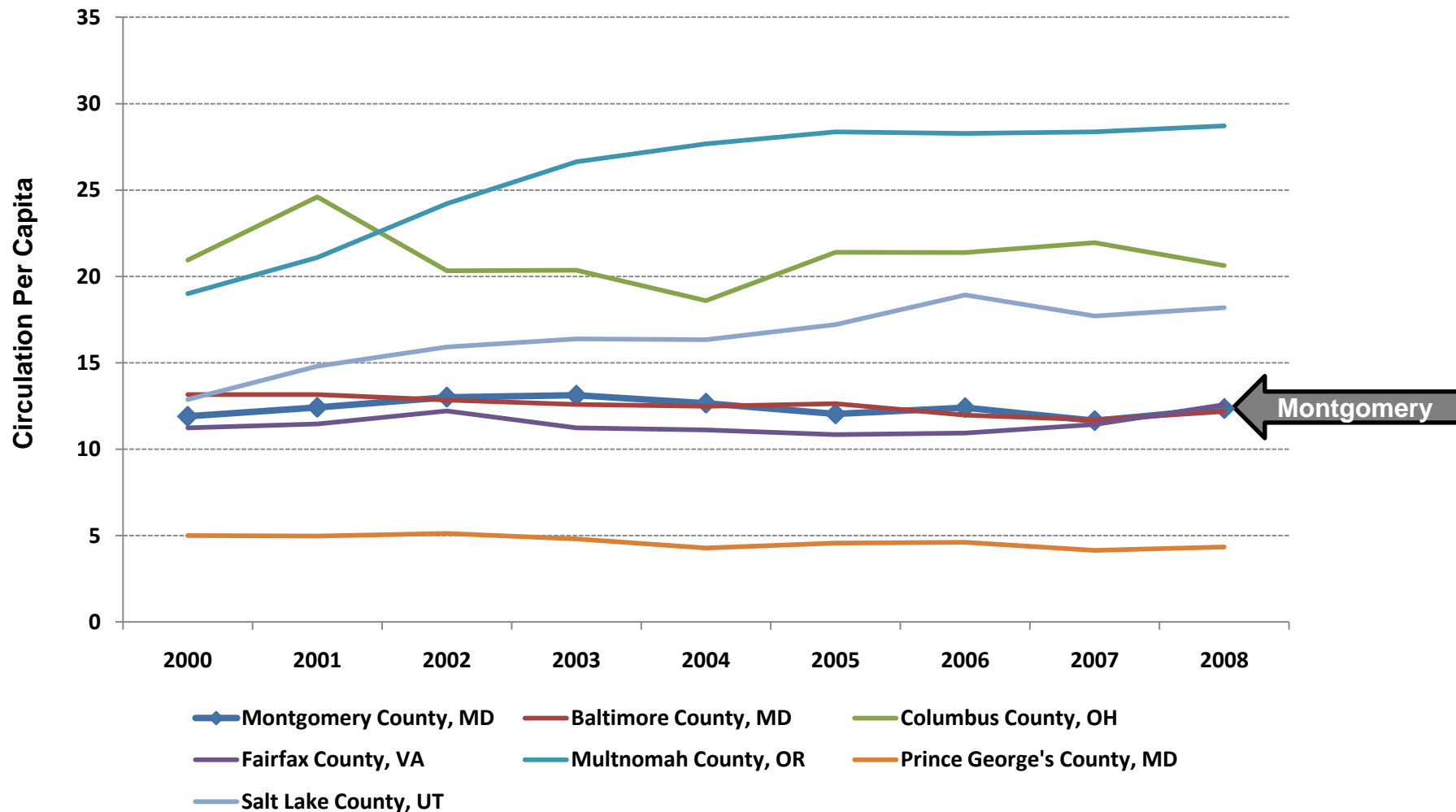
Montgomery (arrow pointing to Montgomery County line)

IMLS Circulation per Capita Benchmark Data

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2007 Rank	2008 Rank
Montgomery County, MD	11.9	12.42	13.01	13.12	12.66	12.04	12.4	11.65	12.35	5	5
Baltimore County, MD	13.17	13.16	12.84	12.59	12.49	12.63	11.98	11.7	12.19	4	6
Columbus County, OH	20.95	24.6	20.33	20.36	18.6	21.4	21.38	21.96	20.63	2	2
Fairfax County, VA	11.23	11.46	12.22	11.24	11.12	10.85	10.94	11.43	12.57	6	4
Multnomah County, OR	19.01	21.09	24.21	26.64	27.68	28.37	28.27	28.37	28.72	1	1
Prince George's County, MD	5.01	4.98	5.12	4.81	4.28	4.57	4.61	4.15	4.34	7	7
Salt Lake County, UT	12.88	14.81	15.92	16.38	16.34	17.21	18.93	17.71	18.19	3	3

Recent Figures: Montgomery County

2008	2009	2010
12.35	12.7	12.5

Source: IMLS Library Statistics Site

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Headline Measure 2: Visits Per Capita
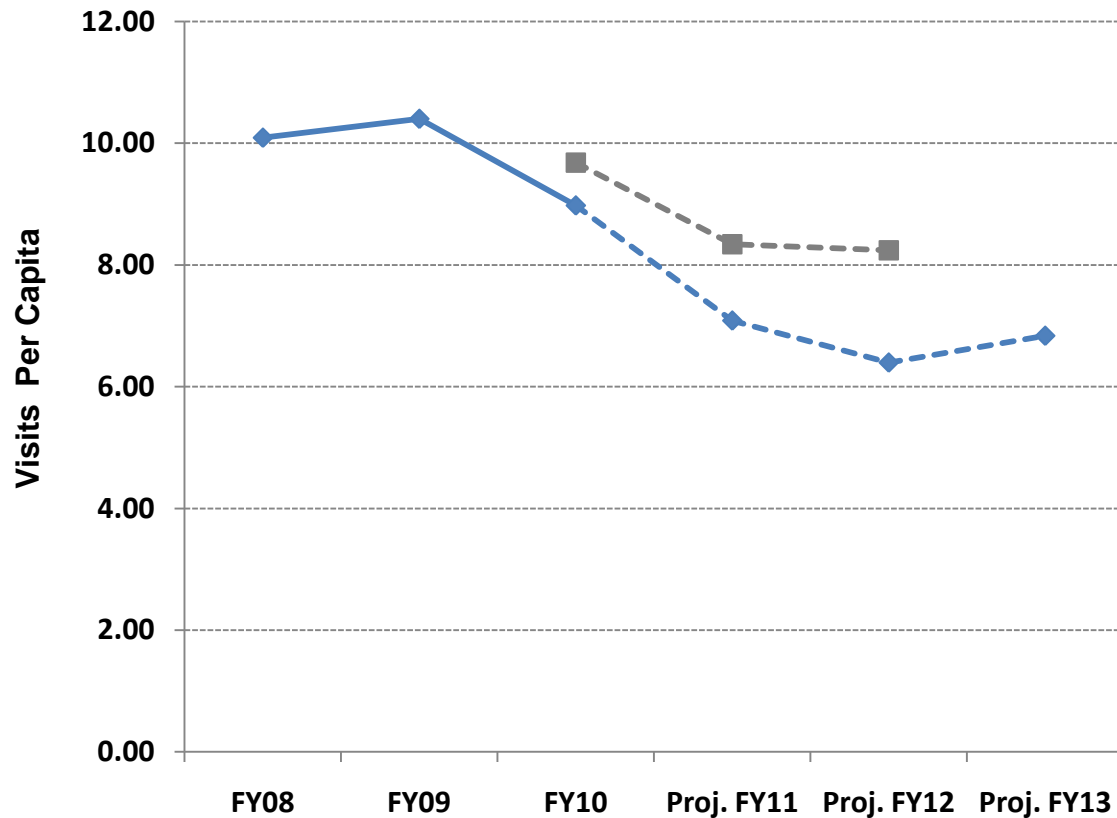
	Visits per Capita	
FY08	10.09	
FY09	10.4	
FY10	8.98	

	Previous Projections	**Current Projections**
FY10*	9.68	N/A
FY11*	8.34	7.09
FY12*	8.24	6.40
FY13*	N/A	6.84

FY11, FY12 reduced to reflect closures of Gaithersburg and Olney for renovation, at an adjusted assumption for visits (1.2 million per year for both combined.) 9% additional reduction made to reflect reduction in library hours.
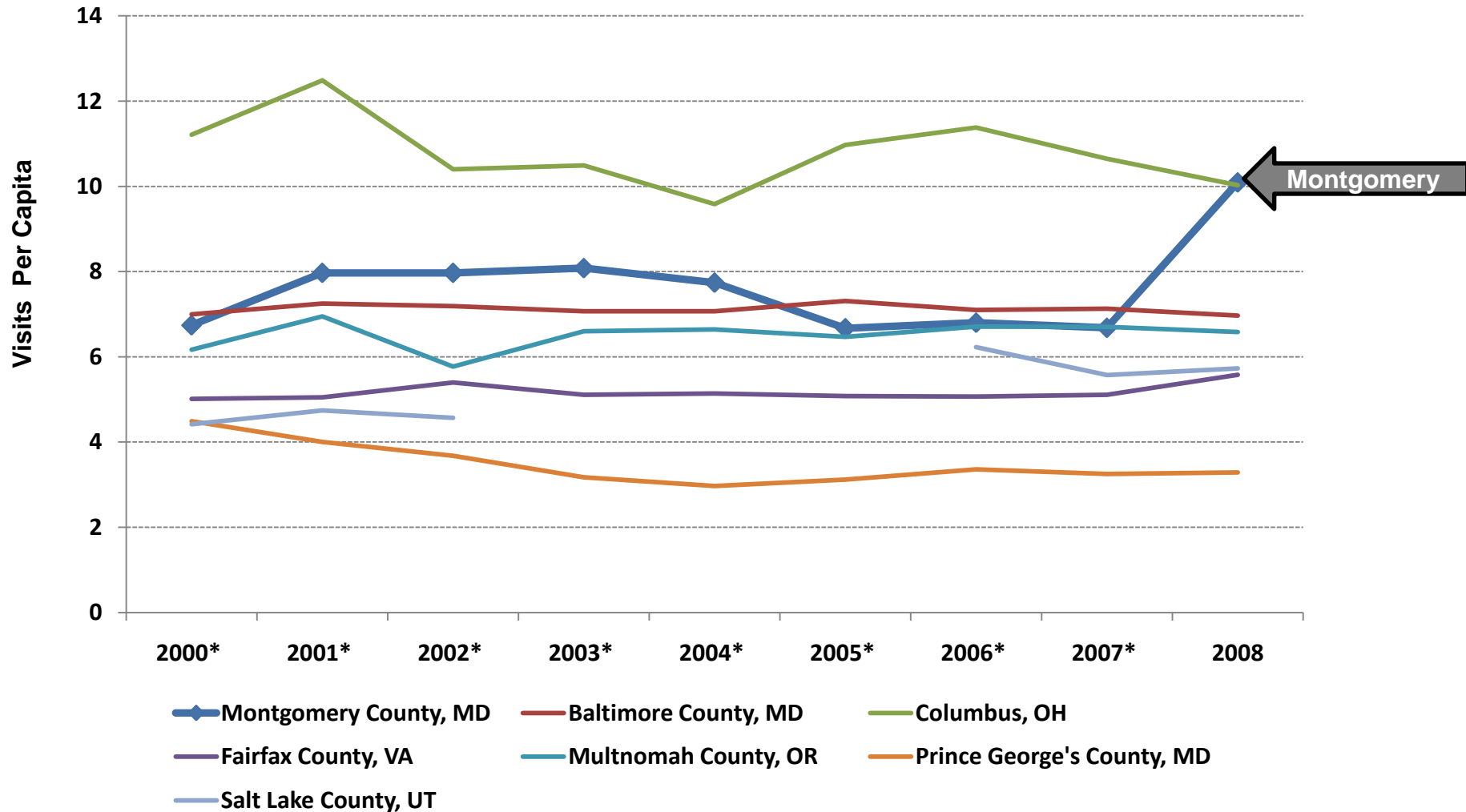
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IMLS Visits per Capita Benchmark Data

* During this time, a long-standing formula error was undercounting visits in Montgomery County.
Source: IMLS Library Statistics Site

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IMLS Visits per Capita Benchmark Data

	2000*	2001*	2002*	2003*	2004*	2005*	2006*	2007*	2008	2007 Rank	2008 Rank
Montgomery County, MD	6.74	7.97	7.97	8.08	7.74	6.67	6.8	6.68	10.09	3-T	1
Baltimore County, MD	7	7.25	7.19	7.07	7.07	7.31	7.1	7.13	6.97	2	3
Columbus, OH	11.21	12.49	10.4	10.49	9.58	10.97	11.38	10.65	10.03	1	2
Fairfax County, VA	5.01	5.05	5.4	5.11	5.14	5.08	5.07	5.11	5.58	6	6
Multnomah County, OR	6.17	6.95	5.77	6.6	6.64	6.47	6.71	6.7	6.58	3-T	4
Prince George's County, MD	4.49	4	3.68	3.17	2.97	3.12	3.36	3.25	3.29	7	7
Salt Lake County, UT	4.42	4.74	4.57	N/A	N/A	N/A	6.23	5.57	5.73	5	5

* During this time, a long-standing formula error was undercounting visits in Montgomery County and the Rockville and Germantown libraries opened.

Recent Figures: Montgomery County
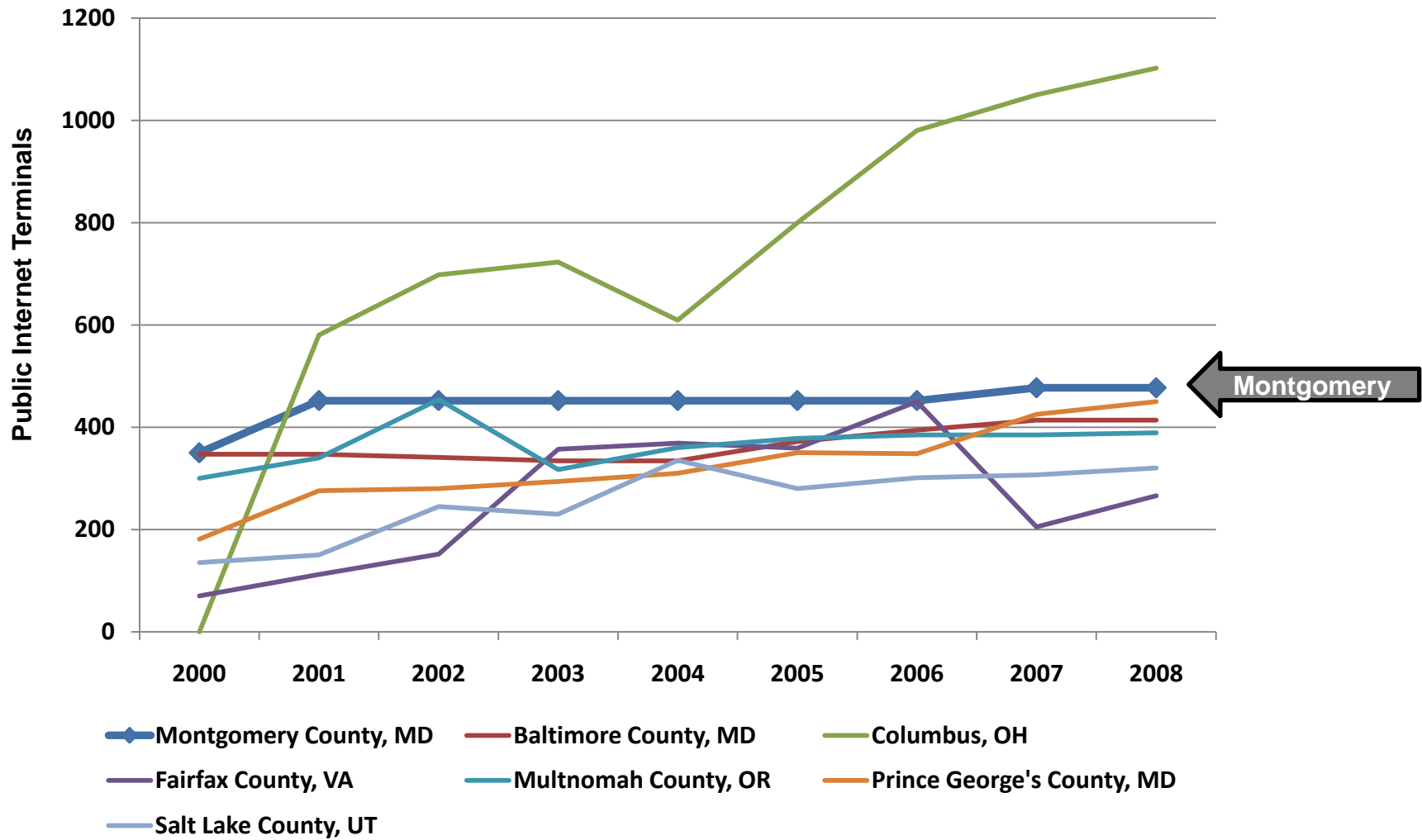
2008	2009	2010
10.09	10.4	8.98

Source: IMLS Library Statistics Site

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IMLS Availability of Public Internet Terminals Benchmark Data

Source: IMLS Library Statistics Site

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IMLS Availability of Public Internet Terminals Benchmark Data: Number of Public Internet Terminals

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2007 Rank	2008 Rank
Montgomery County, MD	350	452	452	452	452	452	452	477	477	2	2
Baltimore County, MD	347	347	341	334	334	372	394	414	414	4	4
Columbus, OH	N/A	580	698	723	609	800	980	1050	1,102	1	1
Fairfax County, VA	70	112	152	357	369	359	450	205	266	7	7
Multnomah County, OR	300	340	454	317	360	378	385	385	389	5	5
Prince George's County, MD	181	276	280	294	310	350	348	425	450	3	3
Salt Lake County, UT	135	150	245	230	335	280	301	307	320	6	6

Recent Figures: Montgomery County	2008	2009	2010
	477	472	TBD

Source: IMLS Library Statistics Site

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IMLS Users of Public Internet Computers Benchmark Data

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2007 Rank	2008 Rank
Montgomery County, MD	N/A	12,390	14,185	866,494	729,953	771,179	868,296	911,011	995,963	3	4
Baltimore County, MD	N/A	341	9,950	517,500	638,284	725,407	842,259	900,713	794,782	4	5
Columbus, OH	25,000	150,000	125,000	N/A	N/A	N/A	1,858,844	2,163,356	2,488,824	1	1
Fairfax County, VA	N/A	N/A	5642	N/A	654,056	654,160	699,104	716,019	734,873	5	6
Multnomah County, OR	N/A	N/A	11,732	3,975,349	N/A	N/A	96,750	97,703	94,237	7	7
Prince George's County, MD	N/A	230	2,375	145,877	145,287	2,084,993	832,531	1,195,417	1,248,613	2	3
Salt Lake County, UT	36,923	41,500	67,783	N/A	N/A	N/A	225,832	281,535	1,308,188	6	2

Recent Figures: Montgomery County

2008	2009	2010
995,963	1,075,166	TBD

Source: IMLS Library Statistics Site

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Headline Measure 3: Cost Per Circulation
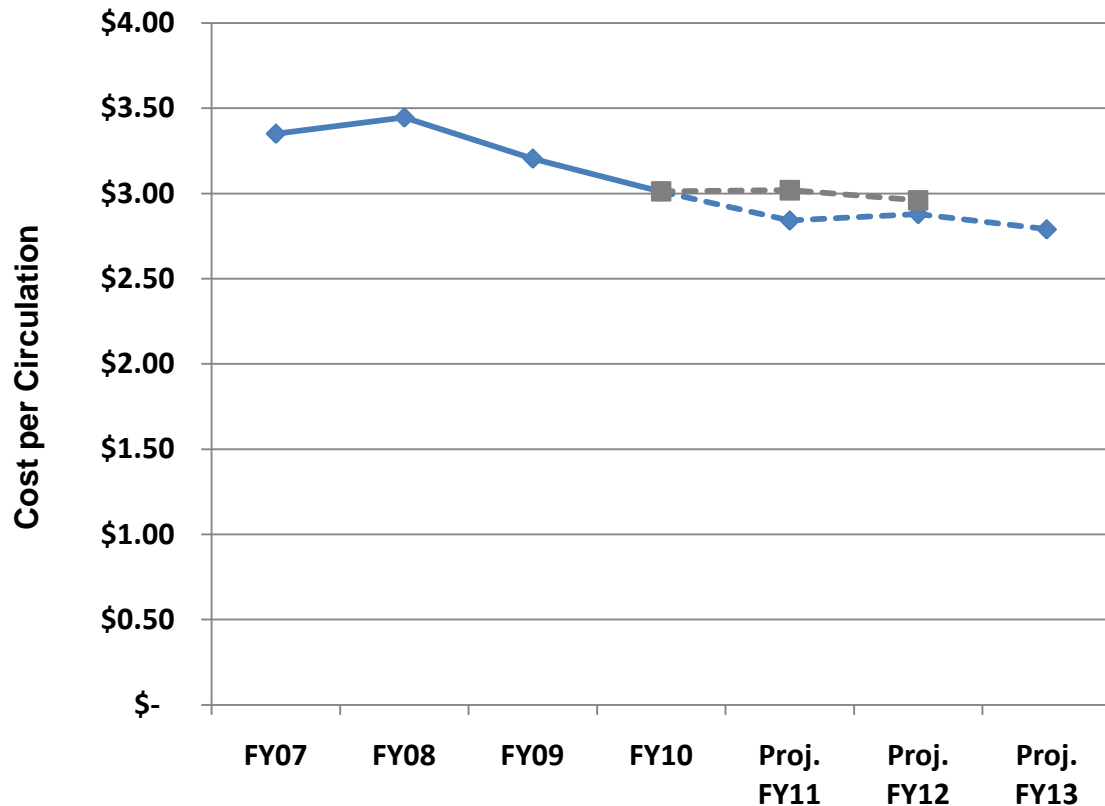
	Cost per Circulation
FY07	$3.35
FY08	$3.45
FY09	$3.20
FY10	$3.01

	Previous Projections	Current Projections
FY10*	$3.01	N/A
FY11*	$3.02	$2.84
FY12*	$2.96	$2.88
FY13*	N/A	$2.79

* Projected

Variations in budgetary constraints, library closures, service hour reductions, and limited materials purchasing all will have a significant impact on this headline measure in future years

IMLS Total Expenditures per Capita Benchmark Data
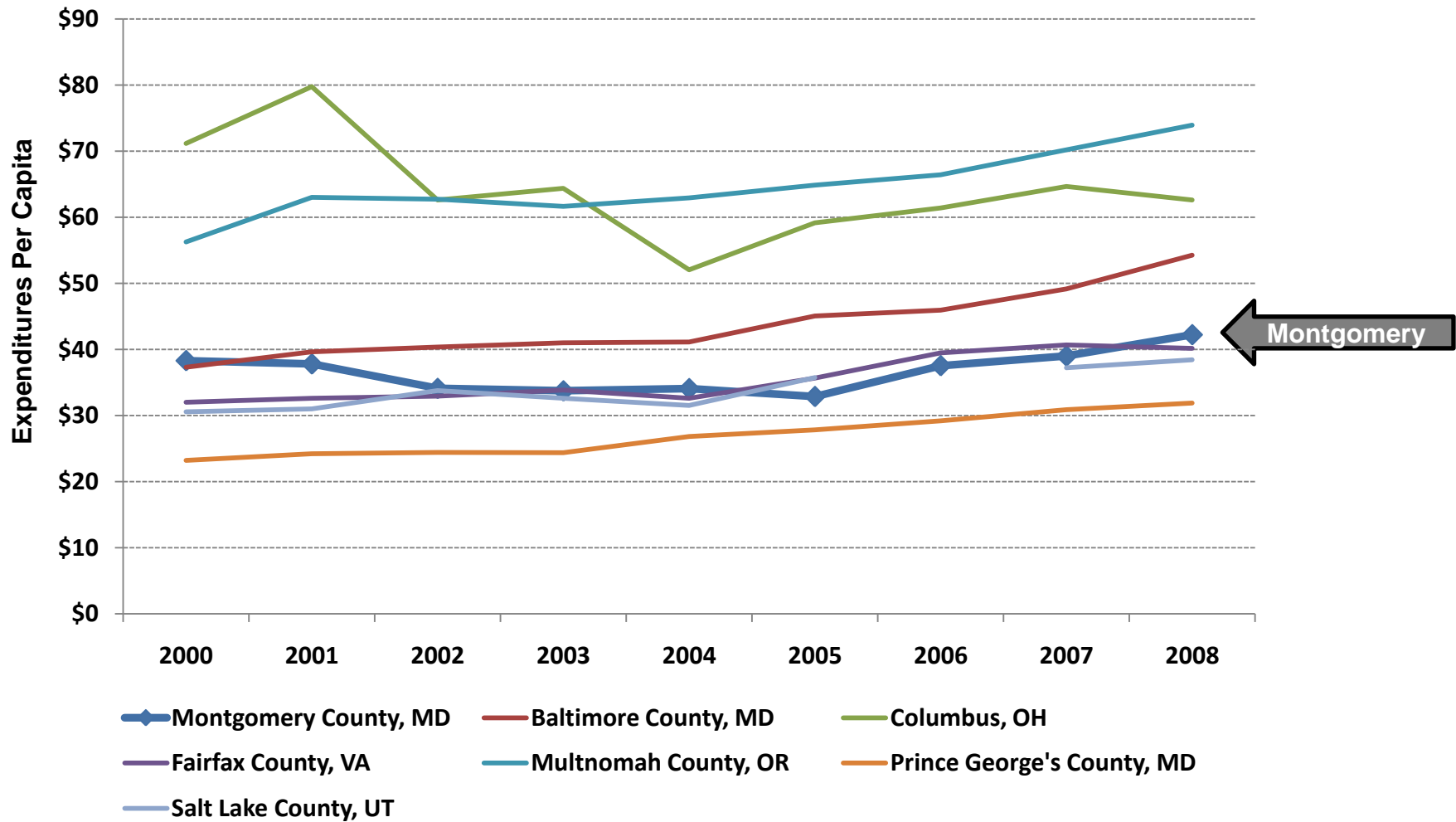
Montgomery

Legend:
- Montgomery County, MD
- Baltimore County, MD
- Columbus, OH
- Fairfax County, VA
- Multnomah County, OR
- Prince George's County, MD
- Salt Lake County, UT

Source: IMLS Library Statistics Site

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IMLS Total Expenditures per Capita Benchmark Data

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2007 Rank	2008 Rank
Montgomery County, MD	38.3	37.8	34.1	33.73	34.07	32.88	37.54	38.99	42.22	5	4
Baltimore County, MD	37.29	39.61	40.36	41	41.12	45.07	45.95	49.14	54.26	3	3
Columbus, OH	71.18	79.75	62.62	64.38	52.04	59.16	61.41	64.67	62.60	2	2
Fairfax County, VA	32.01	32.6	32.94	33.85	32.61	35.65	39.46	40.68	40.14	4	5
Multnomah County, OR	56.26	62.99	62.74	61.65	62.93	64.84	66.43	70.2	73.95	1	1
Prince George's County, MD	23.19	24.19	24.42	24.37	26.83	27.81	29.2	30.88	31.88	7	7
Salt Lake County, UT	30.57	30.98	33.78	32.61	31.51	35.73	N/A	37.2	38.44	6	6

Recent Figures: Montgomery County	2008	2009	2010
	$41.33*	$39.60	$37.52

Source: IMLS Library Statistics Site
*Revised since IMLS submission

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Montgomery County IMLS Benchmark Performance: Overview of Rankings

	Circulation per Capita	Visits Per Capita	Internet Terminals	Internet Terminal Usage	Expenditures Per Capita
Highest	1	1	1	1	1
	2	2	2	2	2
	3	3	3	3	3
	4	4	4	4	4
	5	5	5	5	5
	6	6	6	6	6
Lowest	7	7	7	7	7

Key: 2007 Ranking 2008 Ranking

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# Headline Measure 4: Overall Service Quality

- **2008 Survey results identified areas that received lower than average satisfaction ratings**

  1. Relevance and quantity of juvenile, teen, and adult programs
  2. Technology: availability of computer to access internet, availability of staff for computer help, ease of locating information on the Library's website

- **MCPL has conducted two follow-up studies to address these areas of concern**

1. Conducted an internal survey of library customers to access their MCPL-administered programming preferences
2. Participated in the *U.S. Impact Studies* national study of free access to computers and the internet conducted by the Information School at the University of Washington, published in February 2010

> MCPL will use ongoing survey data on the library's impact on its customer base to measure the overall effectiveness of the system. The next scheduled survey is Spring 2011.
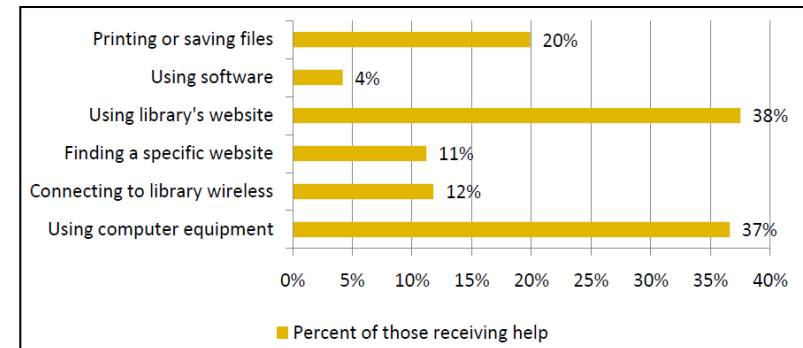
Overview of US Impact Study Findings

- **Study findings are based on responses from 2662 patrons of the Montgomery County Public Libraries**

- **High-level findings:**
  - 40% visited the library once a week or more
  - 49% visited the library about 1-3 times a month
  - 87% used computers in the library to access online resources
  - Over 92% accessed library resources remotely through the library's website from outside the library
  - 8% used a handheld device to access library resources through the website
  - 57% had used a public access computer or wireless connection on their own computer to access the Internet
  - 96% had regular access to a computer and the Internet somewhere other than the library
  - 66% reported having gotten technology help from library staff or volunteers
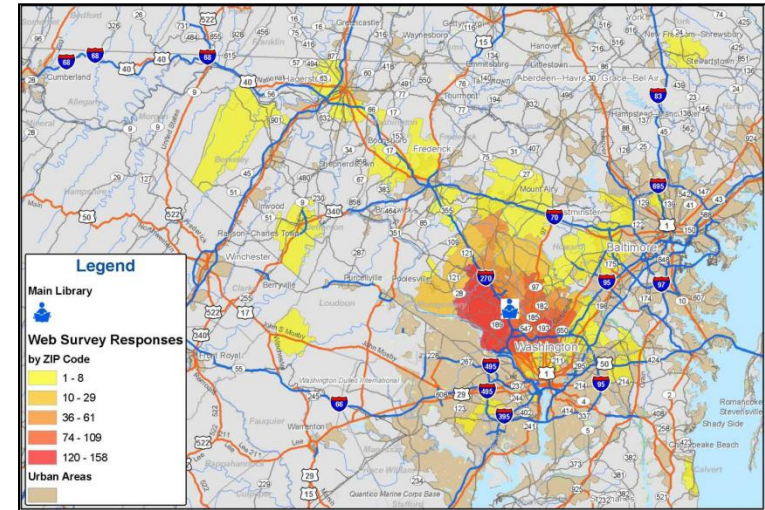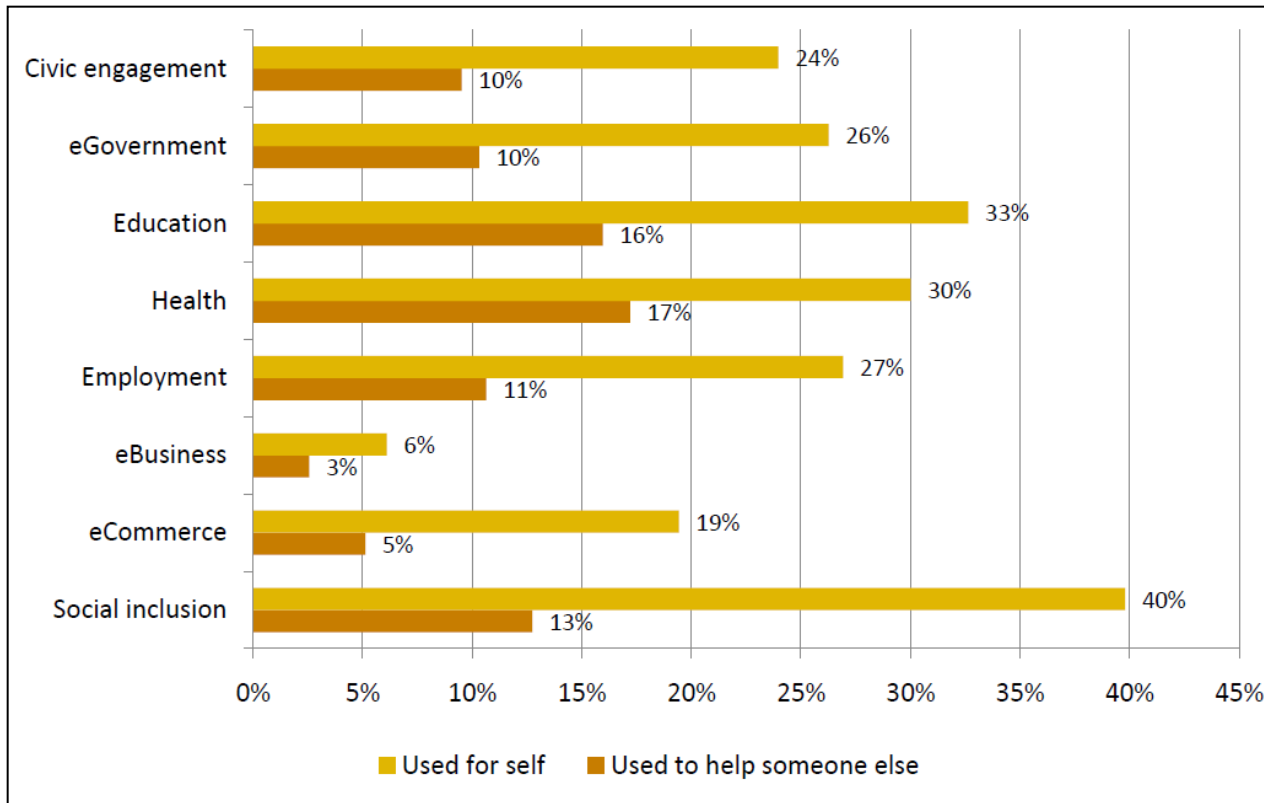

Location of Survey Respondents

Library Technology Assistance by Type

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Overview of US Impact Study Findings

MCPL library users used computers and Internet access for a wide variety of activities. This survey will help MCPL make informed decisions in technology-related areas.

Computer and Internet Use by Activity Type

Civic engagement — Used for self: 24%, Used to help someone else: 10%
eGovernment — Used for self: 26%, Used to help someone else: 10%
Education — Used for self: 33%, Used to help someone else: 16%
Health — Used for self: 30%, Used to help someone else: 17%
Employment — Used for self: 27%, Used to help someone else: 11%
eBusiness — Used for self: 6%, Used to help someone else: 3%
eCommerce — Used for self: 19%, Used to help someone else: 5%
Social inclusion — Used for self: 40%, Used to help someone else: 13%

■ Used for self ■ Used to help someone else

74% of survey respondents said that they were either satisfied or very satisfied with their library and access

Source: U.S. IMPACT Study Feb. 2010

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MCPL Suggestions for Measuring Community Impact

- **MCPL would like to create a series of measures that add quantifiable values to services traditionally considered intangible such as:**

- **Draft Return on Investment for Library Materials**
  - $6.50 for every $1 spent
  - Each resident saves $194 per year on average
  - The community will save a total of $189 million for an investment of $28.8 million

- **Early Literacy:**
  - Libraries are a key component of State of Maryland school readiness effort- "Ready [to read] by 5" (Maryland is #1 in education nationally, two years running)

- **Public Access Internet Computers:**
  - Minimum of $3 million to as much as $12 million in comparable value
  - National study showed substantial use of library computer resources to support employment, health, and educational needs

- **Use of on-line information resources:**
  - At least $1.5 million in value (at only $2 per downloaded article, a conservative valuation)

- **Basic Literacy (funded substantially by library budget, and occurs in library spaces):**
  - $1.16 million of volunteer value (53,401 hours of work by trained volunteers)

- **English as a Second Language training:**
  - $339,200 in free class value provided to 640 students

> **Libraries serve all residents for free (no eligibility requirements, age requirements, or other barriers), and are accessible at times when other services (like schools) are closed**

Source: MCPL Analysis

CountyStat

MCPL Suggestions for Measuring Community Impact: Cost Savings Benefits of Borrowing Library Materials

Average Property Tax Burden of a Household (FY10, Budget Book, 5-17 CE Rec.)	$	8,164.00
Library Budget (FY11 Approved)	$	28,851,000.00
Average Tax Burden of the library budget per Household	**$**	**79.70**
Average Tax Burden of library budget per resident	**$**	**29.87**
Percentage of Average Property Tax Burden for Library Services for FY11		0.98%
Average Value of a Montgomery County Library Material	$	18.76
Number of circulations (borrowing an item) on average required to break even on tax "investment"		4.25
Average Persons per Household (966,000 pop. / 362,000 Households)		2.67
Avg. Savings from Library Borrowing per person per year (per capita circulation times average material value)	**$**	**194.17**
Average Household savings (gross) of borrowing library materials	$	518.13
Average household saves a net of $520.63 per year after paying for the services.	**$**	**438.43**
Approximate Gross Annual Savings for Entire Community Achieved By Using Library Services	$	187,564,356.00
Approximate Net Annual Savings for Entire Community Achieved By Using Library Services	$	158,713,356.00
Return on Investment (for just materials borrowing)	**$**	**6.50**
A "High Borrowing" Savings Possibility for a Single Resident - 1 Resident borrowing 35 items at one time, borrowing each for 3 weeks per item, at the average value saved.	$	11,381.07

Number of Households (FY10)	362,000
Number of Residents (FY10)	966,000
Per Capita Circulation (Items Borrowed Per Person on Average)	10.4

Source: MCPL Analysis

CountyStat

MCPL Suggestions for Measuring Community Impact: Additional Possible Areas for Measurement

- **Value of use by low income families (Hopkins Study)**

- **Value of use to new Americans (collection, space for volunteer tutors, classes, conversation clubs)**

- **Early Literacy programming and resources**

- **Value of library staff training and help to customers in computer navigation and specific tasks**

- **Value of Information services (questions, research help)**

- **Environmental Savings**

- **Other Children's programming**

- **Homework help**

- **Programs for Teens and Adults**

- **Community space/ meeting room value**

- **Free Wi-Fi services and value to businesses**

- **Economic Development Asset Value**

Wrap-Up and Follow-Up Items