

**MEMORANDUM**

April 12, 2011

TO: Health and Human Services Committee

FROM: Vivian Yao, Legislative Analyst *VY*

SUBJECT: **Worksession – FY12 Operating Budget, Department of Public Libraries**

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 ©1-9.

**I. OVERVIEW**

For FY12, the County Executive recommends total expenditures of \$26,142,230 for Public Libraries, a decrease of \$2,808,140 or 9.7% from the FY11 original approved budget. General Fund expenditures are reduced by \$2,831,140 or 9.8%. Grant Fund expenditures are projected to increase by \$23,000 or 23.2%. There is a net decrease of 19 full-time and 13 part-time positions. Workyears are reduced by 17.9 or 6.2%.

The following table shows the five-year trends for the Department. FY12 is the fourth straight year that Department's expenditures and total positions are proposed for reduction. The proposed FY12 expenditure level is 33.6% and total positions are 35.7% below FY08 levels.

(in \$000's)	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Approved	FY12 Rec	Change FY11-12	Change FY08-FY12
<b>Expenditures:</b>							
General Fund	39,242	37,753	35,382	28,851	26,020	-9.8%	-33.7%
Grant Fund	147	177	71	99	122	23.2%	-17.0%
<b>Total Expenditures</b>	<b>39,389</b>	<b>37,930</b>	<b>35,453</b>	<b>28,950</b>	<b>26,142</b>	<b>-9.7%</b>	<b>-33.6%</b>
<b>Positions:</b>							
Full-time	239	244	231	174	155	-10.9%	-35.1%
Part-time	259	237	197	178	165	-7.3%	-36.3%
<b>TOTAL Positions</b>	<b>498</b>	<b>481</b>	<b>428</b>	<b>352</b>	<b>320</b>	<b>-9.1%</b>	<b>-35.7%</b>
<b>Workyears*</b>	<b>427.6</b>	<b>426.4</b>	<b>386.9</b>	<b>290.9</b>	<b>273.0</b>	<b>-6.2%</b>	<b>-36.2%</b>
*FY11 Workyears include reduction for furlough							

The following table shows all recommended tax-supported changes categorized by whether they are anticipated to have service impact or not. Both dollars and associated workyears are shown.

<b>SAME SERVICE ADJUSTMENTS</b>		<b>WY</b>
Increase: Restore Personnel Costs-Furloughs	\$ 361,270	10.2
Decrease Management staff for Olney for renovation	\$ (90,000)	-1.0
Increase FY12 materials purchases to \$3.05 million	\$ 47,830	0.0
Increase: Library Assistant I Positions	\$ 35,380	0.6
Increase: Motor Pool Rate Adjustment	\$ 16,590	0.0
Increase: Annualization of FY11 Operating Expenses	\$ 15,860	0.0
Increase: Help Desk-Desk Side Support	\$ 14,530	0.0
Increase: Printing and Mail Adjustment	\$ 13,150	0.0
Increase: SIRSI Contract	\$ 6,610	0.0
Increase: Public copying-printing contact (Xerox)	\$ 2,300	0.0
Decrease: Multilingual Pay Adjustment	\$ (15,280)	0.0
Decrease: Verizon Point to Point T1 Replacement	\$ (50,700)	0.0
Increase: Retirement Adjustment	\$ (95,570)	0.0
Reduction in Delivery Services Staffing	\$ (87,760)	-1.5
Increase: Annualization of FY11 Personnel Costs	\$ (323,990)	0.0
Increase: Group Insurance Adjustment	\$ (416,720)	0.0
<b>Subtotal: Same Service Adjustments</b>	<b>\$ (566,500)</b>	<b>8.3</b>
<b>SERVICE IMPACT REDUCTIONS</b>		
Reduce: Information Service: Only Virtual Information services on Sundays; Reduced Substitute Staff Budget	\$ (194,610)	-5.1
Reduce: Restructure Library Senior Management, Central Administration and Support Services	\$ (225,400)	-1.0
Eliminate: Olney Staffing During Renovation	\$ (622,400)	-7.5
Reduce: Change Silver Spring, Twinbrook, Chevy Chase, and Long Branch to Neighborhood Libraries	\$ (1,222,230)	-13.5
<b>Subtotal: Service Impact Changes</b>	<b>\$ (2,264,640)</b>	<b>-27.1</b>
<b>Grand Total: Net decrease (tax-supported)</b>	<b>\$ (2,831,140)</b>	<b>-18.8</b>

**Public Testimony:** The Council has received a voluminous amount of public testimony (©27-34) and correspondence in support of the library budget. Most speakers requested that no reductions be made to the FY12 budget and emphasized the importance of library services:

- The services provided by the Public Libraries are widely-used with approximately two-thirds of the County's population as registered users.
- The Public Libraries have and continue to receive disproportionate reductions compared to other County departments and services.
- Libraries are an important part of the educational infrastructure of the County for individuals of all ages and socioeconomic levels.
- Libraries provide critical resources to vulnerable residents including access computers, the internet, job search assistance, resources for small businesses, and services for English language learners and the disabled.

- There is significant return on investment for library spending.

Many constituents have requested that resources be maintained for neighborhood libraries with specific reference to the Silver Spring and Long Branch branches. An open letter to the County Executive and the Council from 274 out of 340 Library employees is attached at ©35-36.

**Performance Measures:** Attached at ©37-68 are excerpts from the October 2010 MCPL Performance Review through CountyStat. The excerpts include departmental reflections on annual performance, overview of the benchmark jurisdictions and data set, headline measures, overview of US impact study findings, and MCPL suggestions for measuring community impact. Headline measures include: (1) circulation per capita; (2) visits per capita; (3) cost per circulation; (4) customer satisfaction; and (5) impact of library services on the community.

Program performance measures for FY09-FY13 are also included in the budget pages at ©2, 4, and 5. Council staff notes that the closure of the Gaithersburg and Olney branches in FY11 and FY12 and their reopening in FY13 affect the measures reported in those years.

The MCPL Director will be available to answer questions about MCPL's performance and how the Department's effectiveness is being monitored and evaluated.

## II. FY11 EXPENDITURE ISSUES

### A. POSITIONS AND RESTRUCTURING

**The County Executive's recommendation would eliminate a total of 38 positions and create 6 positions for a net loss of 32 positions in FY12. Of the proposed positions recommended for abolishment, 12 positions are vacant.**

**The Department has lost 178 positions since FY08, or a 35.7% decrease.** The chart below shows the 10-year trends for approved positions and workyears.

	Total Library Operating Budget	Approved Positions	Approved Workyears
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	\$28,950,370	352	290.9
FY12 Rec	\$26,142,230	320	273.0

The following table 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. Unrepresented employees make up 32% of the positions recommended for abolishment.

Job Class Abolished	Total	Full Time	Part Time	Filled	Vacant	Represented
Manager II	2	2	0	2	0	
Manager III	5	5	0	4	1	
Program Manager II	1	0	1	0	1	x
Librarian II	6	6	0	4	2	x
Librarian I	3	2	1	2	1	x
Library Associate II	3	2	1	2	1	x
Librarian Assistant Supervisor	5	5	0	4	1	
Library Technician	1	1	0	0	1	x
Library Assistant I	8	2	6	8	0	x
Library Desk Assistant	1	0	1	0	1	x
Driver/Clerk	2	1	1	0	2	x
Library Aide	1	0	1	0	1	x

The chart shows that the majority of the eliminated positions are filled. Staffing is taking a significant reduction related to: (1) the temporary closure of the Olney library and the reduction of impact staff to neighboring branches; (2) the restructuring of management and central administrative functions; (3) the reduction of delivery services, in part attributable to the temporary closure of the Gaithersburg and Olney libraries; and (4) the restructuring of and reduction in services at four libraries. These reductions are detailed more fully below.

A description of the major categories of Library branch positions and their responsibilities and educational requirements is attached at ©10-13.

**Functional staffing report:** On average, branches have closed information desks for about 1.4% of the 27,496 information desk service hours offered each month due to staffing shortages. Branches have not closed any circulation desks for lack of staffing. No systemwide programs have been cancelled for lack of staffing. It was unknown at the time the packet was published whether any pre-school story times have had to be cancelled due to shortage of staff.

Executive staff reports that the FY11 staffing complement of all library branches is below the minimum required to provide full library services and are just enough to provide a reduced set of library services. The further reduction of staffing complements at branches would presumably affect the ability of the branch to offer core services.

**Substitutes:** The budget for substitute staffing for FY12 is \$140,000 and will support less than 5,000 hours for general branch use and 2,290 hours to support service delivery. This is a \$160,000, or 53% decrease to the FY11 approved level. The recommended level is about 10% of FY07 substitute staffing level of more than \$1 million supporting roughly 50,000 work hours.

The general service impact of the reduction will be that library service desks (either circulation, information or both) will more frequently be staffed with fewer staff than the system

would normally field for a given time period, resulting in longer lines; and at some points one service desk or the other may close in a branch, requiring customers to either come back later for select services or use virtual services (telephone, email, electronic chat/Instant messaging, or other technology) to receive service from another location. Customers will still be able to check out their materials, perform account functions (pay a bill, get a library card, etc.), and get answers to information questions, however, it will take them longer in some cases. As they have been able to do for quite some time, customers will still have the option of getting services via telephone, computer, other self-service equipment.

**Council staff does not recommend any change to the substitute budget as proposed by the Executive because of the negative economic constraints currently facing the County. The Committee should consider reinstating funding for substitute staffing under more favorable economic conditions so that the Department is better able to cover circulation, information, and other programming functions on Sundays or when employees are absent.**

*Lapse:* The Department assumes a total savings for lapse of \$1.093 million in FY12, consistent with the FY11 level. To date, MCPL projects it will be \$287,000 short of the FY11 lapse target. This may be an aggressive lapse target given a personnel complement that is proposed to decrease for a fourth straight year.

#### **1. Restructuring of Management**

**-\$225,400**

The Executive is recommending a reduction of \$225,400 related to the restructuring of Library senior management, central administration, and support services. Associated with this reduction is the abolishment of two of the four Manager II positions in MCPL's executive management structure of MCPL and re-assignment of those management portfolios among the team that remains. The changes to the executive manager portfolios are described on ©14-16.

In summary, the following personnel and operating budget changes are made to accomplish this proposal:

- Abolish two Manager IIs: Chief, Collection and Technology Management and Public Services Administrator for Community Engagement, Outreach, and Development); -\$248,440, -2.0 workyears.
- Personnel Savings in Collection Management Center: Abolish vacant library technician in processing; assume lower costs for replacement of Office Services Coordinator for InterLibrary Loan services; -\$55,900; -1.0 workyear.
- Central Administration: Abolish vacant Program Manager II position (outreach), increase part-time Office Services Coordinator position to full-time to support PSA for Branch Operations and Programming; -\$8,060, 0 workyears net.
- Create Program Specialist I to support branch operations projects for the PSA for Branch Operations and Programming. Manage operations projects, systemwide programming, coordinate library circulation and operation issues, and other tasks. \$70,000, 1 workyear.

- Create Program Specialist II to support marketing, outreach, publicity, diversification of funding issue (including Friends of the Library relationship), partnerships, and communication with the public, for the Director's Office; \$70,000, 1 WY.
- Operating Expense reductions: 20% reduction to system supplies; contract costs create \$20,000 savings in collection agency management and public printing/copying; reduce vehicle rentals \$8,000; reduce local travel reimbursement \$5,000; reduce cataloging supplies \$5,000; -\$53,000, 0 workyear.

Executive staff explains that MCPL reviewed options for reducing central administration to find the most efficient and minimal reduction of service related to a staffing reduction. In the period from FY08 – FY11, MCPL executive staff took on portfolios of work that involved direct service provision in order to support the changes and reductions elsewhere in the department. MCPL further reviewed what executive portfolios and related changes could be consolidated, reduced, and made more efficient for this round of reductions. The proposed plan focuses more responsibilities on the executive managers that remain and provides for lower-level, represented grade staff positions to accomplish a streamlined set of tasks that provide or support services to the public.

**Council staff observes that remaining senior management staff will have an incredibly large portfolio. While Council staff recommends approval of the restructuring plan because of current fiscal constraints, the Department should monitor the workload of senior management staff to determine the impact of the abolishments and consider reinstating the positions when the budget outlook is more favorable.**

## **B. SERVICE REDUCTIONS**

Executive staff explained that to accommodate a reduction of over \$13 million and 33% from FY08 levels, the Department has had to reduce services. In doing so, the Department has sought to minimize the closing of branches and reducing library hours. Only branches being renovated have been closed, and total hours, reduced 13% in FY11, were not reduced further in FY12. Instead, the Department has reduced the services provided inside library branches: "Less programs to the public are provided by staff, less staff are available to answer the public's questions, help with homework, help customers use technology, advise customers on what to read given their needs, and all the other in-person services that library staff provide." However, in taking reductions, effort has been made to improve efficiencies, maximize convenience, and maximize services provision with minimal staffing.

### **1. Neighborhood Libraries**

**-\$1,222,230**

#### **Executive's Proposal**

For FY12, the Executive is proposing that the following four library branches be designated as Neighborhood Libraries: Silver Spring, Chevy Chase, Twinbrook, and Long Branch. The libraries are located in the lower part of the County where there is a greater concentration of libraries. See ©68a for a map that shows 3-mile buffers around existing libraries. Savings of \$1.2 million and a reduction of 13.5 workyears are associated with this change. There will be no change to the number of hours the branches will be open.

The Executive reports that the neighborhood libraries will be incubators for new methods of providing library services that are more tailored to each community and less staff intensive. There will be less staff at the branch to provide traditional library services, but the staff that remains will be certified and experienced in providing quality library services. There will also be new technologies and methods employed to serve the customers at those branches from many places in the library system. Changes proposed include the following:

**Collection:** The collections will be revised to become more focused on a limited range of subjects, genres, and formats that are tailored to the community.

**Information Services:** Branch staff will provide information services on a scheduled basis, based upon customer use and staff capacity. Information services will also be provided by Virtual Services via telephone, email, or chat. The information service point in the branch will not be staffed during all open hours, as is the norm in Area and Community branches.

**Programming:** Programs will be delivered at the branch by staff from a nearby Area branch or Central Administration. The branch's capacity to support volunteer-led programs may be diminished. The Neighborhood branch staff will not provide programs.

A Senior Librarian will manage each Neighborhood branch, instead of a Manager III; be directly responsible for the day-to-day operations of their branch; and report to the Public Services Administrator for Branch Operations, who is responsible for overall performance of all library branches. There will be approximately 6 - 8 staff at each library including approximately two part-time information staff and several circulation staff. A Librarian II and a Library Assistant Supervisor will be eliminated from each branch. There will be a total of approximately five workyears at each branch, which represents a reduction of approximately 2.5 workyears from the FY11 level. This arrangement is already in place at other small library branches, including the Poolesville Library, Gaithersburg Interim branch, Correctional Facility Library, and Library Cataloging and Processing.

The other branches in the system will also change how they provide services. Area branches will coordinate programming for their own branches and the Neighborhood branches. Because of the further decrease in staffing, Area branches, Community branches, and Neighborhood branches will be in more frequent communication about staffing assignments than they already are, and the need to temporarily assign staff from one branch to another will increase further. Several community branches (e.g., Davis, Potomac, and Marilyn Praisner) will have small staffing changes as a result of the budget and workload studies. The Virtual Services branch will experience more demand for its services, and Central Administration will further increase its work in coordinating staffing assignments to ensure branches can stay open, and offer grant-funded library programming.

**Council staff observations:** Council staff understands that some of the specifics regarding the change to Neighborhood Libraries still need to be worked through. At this time, it is unclear how much of the Executive's recommendation is driven by fiscal issues and how much

is driven by an interest in restructuring the services at libraries generally. Council staff raises the following issues regarding the Executive's proposal:

- **Ongoing Implementation of New Model:** Is the Executive is interested in continuing or expanding this Neighborhood Library model when resources are more plentiful?
- **Programming:** It is unclear whether and to what extent the amount of programming will be reduced or whether offerings will change because of Neighborhood status. How will nearby Area libraries or Central Administration determine the specific needs of the Neighborhood libraries for programming or other services? Will they have a direct link with library users in the community?
- **Collection:** It is also unclear how the Libraries will go about revising the collections at the four Neighborhood Libraries. How will the Libraries determine which subjects, genres, and formats will be provided? What is the direct fiscal impact in FY11 for limiting the collections at the Neighborhood Libraries?
- **Information Services:** What is the total amount of time that information services will be made available? What percent of total branch opening time will be information services be available?
- **Services to Special Needs Populations:** How will the changes impact individuals with special needs (e.g., sight or hearing impaired, English Language Learners, etc.)? Will all options of Virtual Services (i.e., telephone, e-mail, chat) be available at all Neighborhood Libraries? Will materials still be made available for this population?
- **Management:** The Senior Librarian will have multiple functions to perform in managing Neighborhood Libraries, some with circulation higher than a number of Community Libraries. How does MCPL envision the Senior Librarian's time to be apportioned among the many responsibilities of the position (e.g., supervision, training, and evaluation of information staff; supervision, training, and evaluation of circulation staff; time on information or circulation desk; handling customer issues; working with the branch's Library Advisory Committee and local Friends of the Library chapter; safety and upkeep issues; collection management development issues; and branch workplan and data analysis)?

### ***Reduction of Core Services***

Council staff is very concerned about the proposal to restructure and reduce services at Neighborhood Libraries. **The Executive is essentially recommending a reduction of core library services for Neighborhood Libraries.** The Libraries are interested in developing a model of service delivery that is less staff intensive and sustainable, but presumably this is out of necessity because of the continually shrinking Libraries budget. Council staff is concerned that the plan to provide virtual information services will not make up for the absence of face-to-face interactions when patrons need help. Council staff believes that the proposed reductions will negatively impact vulnerable populations including elderly and limited English proficient customers who may be reluctant to use technology to seek assistance, customers that need hands on assistance, or others that lack access to transportation to other branches in the system.

**Council staff is also concerned that the proposed staffing for Neighborhood Libraries is insufficient to adequately manage services and maintain staffing levels that address the needs of the communities.** Although the model for a Senior Librarian managing

small library branches currently exists, the circulation of these small libraries is less than one-third of the circulation for the newly proposed Neighborhood Libraries. The communities proposed for Neighborhood Libraries are in the lower part of the County, which is more densely populated and diverse -- factors which create added challenges for service provision. In addition, three of the Neighborhood Libraries have had a number of Disruptive Behavior Incidents in the last two years as reported in the following table. These incidents place additional burdens on managerial staff.

**Disruptive Behavior Incidents**

	FY10	FY11
Long Branch	8	5
Silver Spring	3	6
Twinbrook	7	0
Chevy Chase	0	0

***Silver Spring and Long Branch Libraries***

Council staff is particularly concerned about reduction in services to the Silver Spring and Long Branch communities. The two libraries are farthest away, 4-5 miles driving distance, from other Area or Community Libraries. The Chevy Chase and Twinbrook Libraries are approximately 2.4 miles away from an Area Library. The Twinbrook Library is also approximately, 1.9 miles away from the Aspen Hill Community Library.

The needs of the Silver Spring and Long Branch Libraries are complex as they serve densely populated and diverse communities. Long Branch is one of the most economically challenged communities in the County. Residents in that community are more isolated and may have greater challenges accessing libraries that are outside of the immediate community. It may also be more difficult for limited English speaking residents in the community to use the alternative information services provided by the library when information staff is not available.

Silver Spring, on the other hand, is a well-used library and has a much greater circulation than a number of other libraries that are not proposed for reduction. See ©69 and 71. Executive staff explains that Silver Spring Library was chosen because it will receive a new library in the future and as a small-form library, it would be a good location to test out the Neighborhood Library concept. Council staff does not find this reasoning compelling. The new library would not be completed in any best case scenario before FY14 or FY15. It would seem more practical to keep the community invested in library services in the area instead of downgrading the status of the library to the lowest category only to upgrade the status to the highest category a few years later. Although the physical layout of the Silver Spring Library would make it a good candidate for the Neighborhood Library model, Council staff believes that the complexities and needs of the community outweigh this consideration.

The Council has received a considerable amount of correspondence requesting that services be maintained at the Silver Spring and Long Branch Libraries. Minimal correspondence and testimony have advocated specifically for the Chevy Chase and Twinbrook Libraries.

**Council staff recommendation: Place \$1,222,230 on the reconciliation list to restore services at all Neighborhood Libraries if funding is available. Restoration of funding would avoid the further dilution of greatly valued services in the four communities.**

**If the Committee is not interested in fully restoring services at Neighborhood Libraries, Council staff proposes the following lower cost options for partially restoring services:**

- **Place \$611,115 on the reconciliation list to restore services at the Silver Spring and Long Branch libraries. This would allow the Libraries to pilot the Neighborhood Library concept on the two libraries that are closer to other libraries; or**
- **Place \$400,000 on the reconciliation list to restore a Librarian II position at each of the four proposed Neighborhood Libraries. Putting these positions back would restore a large portion of information services proposed for reduction. The Librarian II could also take some of the burden related to collection management and customer assistance off the Senior Librarian.**

**2. Eliminate Olney Staffing during Renovation -\$622,400**

The Executive recommends FY12 reductions associated with the temporary closing due to construction of the Olney Library this fiscal year. The Olney Library was closed in preparation for construction on December 31, 2010. Savings were taken in FY11 related to the elimination of management staff at the Olney Library, and that reduction is being annualized in FY12, providing an additional \$90,000 savings and 1 workyear. In addition, **the Executive is recommending the elimination of the remaining staff complement of Olney for a reduction of \$622,400 and 7.5 workyears in FY12.** The recommendation to eliminate most library staff positions during closing is unusual, and is due 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. In FY11, the staffing for the Gaithersburg Library was eliminated for the whole fiscal year. It appears that as a result of this closure, use at nearby libraries has increased, which in turn has stretched resources at those sites. The following charts compare circulation at the Germantown and Quince Orchard Libraries between FY10 and FY11 to date for the period July through February.

Circulation for Germantown Library

	July	August	September	October	November	December	January	February
FY11	114,037	106,198	89,097	87,019	83,604	71,257	85,661	73,483
FY10	101,046	97,198	79,746	80,553	78,031	68,295	77,357	70,660
Net change	+12,991	+9,000	+9,351	+6,466	+15,573	+2,962	+8,304	+2,823

Circulation for Quince Orchard Library

	July	August	September	October	November	December	January	February
FY11	71,830	65,740	57,593	54,223	54,536	49,641	54,126	47,676
FY10	66,855	65,092	54,216	54,349	50,699	50,519	49,357	49,412
Net change	+ 4,975	+ 648	+ 3,377	- 126	+ 3,837	- 878	+4,769	-1,736

**Council staff recommendation:** It is apparent from looking at the increases at the Germantown and Quince Orchard libraries after the closing of the Gaithersburg Library that distributing staff among libraries near to the temporarily closed library would help maintain an adequate level of services to users and reduce the increased burden to existing staff at those sites. It would also reduce the future fiscal impact of rehiring staff when the libraries reopen. **While this reduction may be unavoidable given the lack of available resources, Council staff believes that restoring some level of impact staffing resulting from the closing of the Olney Library or the Gaithersburg Library would be desirable. If the Committee is interested in placing funding on the reconciliation list for positions, it may want to ask the Department of Libraries to comment on its priority for staffing and what impact partial restoration of funding (e.g., increments of \$200,000) would have on service delivery.**

**3. Sunday Service**

**-\$194,610**

The Executive has recommended a \$194,610 reduction for Sunday service that includes a reduction 5.1 workyears. There will be a 40% reduction to staffing for service on Sundays. The budget submission indicates that the reduction will result in only the provision of virtual information services because of a reduction to substitute staff. However, MCPL is in the process of reassessing how to manage substitute staffing and service on Sundays.

At the time of budget publication, the Department believed that the rules of Reduction in Force would require the abolishment of all substitute information staff (who are temporary employees in the classification of Librarian I, part-time). Just prior to publication, the Department realized that such an abolishment would not be necessary due to the final composition of position classes to be abolished and the final status of vacant positions in the department. Therefore, the Department will re-plan how to implement the dollar reductions to substitute staffing.

**Council staff recommends approval of this reduction for fiscal reasons. The reduction will certainly lower the level of services available to customers on Sundays. It is possible, however, that some information desk services will be provided.**

**C. MATERIALS**

**The Executive recommends a very slight increase of \$47,830 for the materials budget for FY12. This adjustment results in a total materials budget of \$3.05 million for FY11, which total remains 50% below the FY09 level.** Council staff notes that the FY12 Capital Budget includes \$215,000 in current funding to upgrade the library's collection when it reopens.

The following table shows the ten-year trends for the materials budget.

	Total Library Operating Budget	Total Materials	Materials Budget Change from Previous Year	Materials as % of Total Op Budget
FY01	\$30,162,800	6,107,510		20.5%
FY02	30,316,590	6,062,510	-108,000	20.0%
FY03	30,561,150	5,012,510	-1,050,000	16.4%
FY04	31,033,550	4,830,475	-182,035	15.6%
FY05	31,921,900	5,017,700	187,225	15.7%
FY06	34,383,690	5,333,710	316,010	15.5%
FY07	38,357,360	5,931,710	598,000	15.5%
FY08	40,466,660	6,325,150	393,440	15.6%
FY09	40,405,130	6,125,150	-200,000	15.2%
FY10	37,729,520	5,512,630	-612,520	14.6%
FY11	28,950,370	3,000,000	-2,512,630	10.4%
FY11	26,142,230	3,047,830	47,830	11.7%

The impact from the 50% reduction to the materials budget has been significant. Libraries staff explains that the clearest indicator of the impact is the reduction in circulation of items, which is 16% lower in FY11 than in FY10, and has been down month-over-month since April 2010. The amount of holds customers are placing on library materials has decreased about 20% from FY10, and the number of holds filled has dropped to FY07 levels, after having steadily risen since FY07. See Charts 1 and 2 at ©19 and 20.

Between April 2010 and late summer 2010, the Libraries bought almost no materials, and since that time, purchasing has been very restricted. The materials that the Libraries have or plan to purchase have very high ratios of holds versus copies available. There a large number of titles between a 5:1 and 14:1 ratio of Holds to Copies available; 88 titles in demand have 10,500 holds placed on them and only 1,600 copies available to fill those holds. Many upcoming titles are showing strong demand; currently, 121 titles with over 6,228 holds placed on them to-date. See Chart 3 at ©20.

**Council staff is concerned about continued low level of funding for the materials budget and the cumulative effect of the recent years' funding levels on the Department's collection overall. Given the current fiscal climate, however, Council staff concurs with the Executive's recommendation for materials in FY12 and does not recommend further reductions.**

### III. PROGRAM UPDATES

#### **Noyes Library for Young Children**

The Executive recommended an increase in expenditures related to the Noyes Foundation grant. The budgeted amount in FY11 was \$47,000, and for FY12, the recommendation is for \$70,000. The FY11 costs for Noyes are projected to be \$53,000 or less. The Noyes Children's Foundation has successfully raised over \$90,000 towards operation of the library, and continues

to actively fundraise. The Memorandum of Agreement has been signed by all parties, and the first invoice has been transmitted.

The library operated three days per week, 24 service hours per week between July 1, 2010 and December 31, 2010. The circulation of materials at the Noyes Library during that period was 24,097 items. Thirty-two programs were conducted, with an attendance of 1,021 during that period.

### **Literacy Council**

**The Executive has recommended level funding for the Literacy Council of Montgomery County (LCMC) \$111,390 in FY12. In FY11, the County reduced its support to the Literacy Council by 20% for a total reduction of \$29,610.** A report on the activities of the Literacy Council in FY11 is attached at ©73-75. The report also documents the impact of the 20% reduction to its budget in FY11. The following provides a summary of the services delivered:

- LCMC is currently training 180 tutors. This is down from the 300+ tutors trained in and prior to FY09.
- There are 900 adult students in the tutoring program in FY11, reduced from 1030 students in FY10. The wait time for a tutor is between 6-12 months.
- LCMC is on target to employ a volunteer staff of 685, including 571 volunteer tutors, in FY11, which is down from the volunteer staff of 1006, including 815 volunteer tutors, in FY10.
- LCMC is no longer able to refer students, whom it is unable to serve in the ESL Classroom program due to extremely low English literacy levels, to the one-on-one tutoring program.

### **IV. FY11 REVENUES**

Total FY11 revenues for the Public Libraries are expected to remain level for FY11 at an amount of \$7,123,530. The Executive's budget submission includes a number of revenue categories that are listed at ©6. Although the budget submission reflects a \$32,780 decrease in fines in FY12, Council staff understands that the amount is inaccurate and should be level with the FY11 amount of \$1,070,000.

#### ***Update: Fee for Library Holds not Picked Up***

For FY11, the Executive proposed to charge patrons \$1 when a hold is placed and not picked up. The charge was to be applied when the hold item is placed back in circulation. The FY11 budget included a revenue projection of \$10,000 associated with this charge. The Department reports that it has not reached implementation of the fee yet. It is hoping to do so within the fiscal year, but the technical components required to administer the fee took longer than anticipated, and were only recently completed. The Department is in the process of getting the training, communication, and physical (cash register configuration) elements of the project underway.

# Public Libraries

## MISSION STATEMENT

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

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

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

## BUDGET OVERVIEW

The total recommended FY12 Operating Budget for the Department of Public Libraries is \$26,142,230, a decrease of \$2,808,140 or 9.7 percent from the FY11 Approved Budget of \$28,950,370. Personnel Costs comprise 82.8 percent of the budget for 155 full-time positions and 165 part-time positions for 273.0 workyears. Operating Expenses account for the remaining 17.2 percent of the FY12 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 FY11 estimates incorporate the effect of the FY11 savings plan. FY12 and FY13 targets assume the recommended FY12 budget and FY13 funding for comparable service levels.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Successfully implemented reorganization of departmental staffing and public service hours to meet resource reductions. In the process, the department enforced a consistent approach to staffing service desks and simplified branch scheduling and staffing procedures.**
- ❖ **Feedback from 2009 Summit on Library Services validated the general direction of the MCPL Strategic Plan, which was extended through FY12 as a result.**
- ❖ **The County's partnership with the Literacy Council of Montgomery County made possible the use of 53,401 hours of skilled volunteer time, valued at approximately \$1.17 million. These hours were used to tutor 1,218 learners in FY10, 953 in English as a Second Language, and 247 in basic literacy.**
- ❖ **Served almost one million computer sessions, and participated in a national survey of library computer users ("US IMPACT" study) that showed that Montgomery County residents use MCPL computers for civic engagement, e-government, education, health research/decisions, employment, and social inclusion.**

- ❖ **Successfully established a campaign to get customers to switch to "Email notification" for their transactions, which saves paper and postage, and provided customers superior access to information about their library accounts and particularly checked-out materials or items placed on reserve.**
- ❖ **Improvements made to instant on-line chat capacity, added the capacity to assist in catalog searches when staff is available.**
- ❖ **Maintained a "3-Star" rating in the national Library Journal for 2010 (based on FY08 national data), equivalent to a ranking of approximately 15th in the nation among most public library systems with a budget of \$30 million or more in budget.**
- ❖ **Productivity Improvements**
  - **Exceeded 15% Paper/Printing/Mail/Postage Reduction Plan requirements, posting a 37.8% reduction in paper purchasing and a 25% reduction in overall expenditures for paper, mail, postage, and printing. Accomplished via change to post-card style holds notices, an active campaign to convince customers to switch to e-mail notifications, reduced label use and purchasing, supply purchase restrictions, centralization of program advertising, reductions to programming, and changes to other business processes.**
  - **Moved our program publication, "Check-Us-Out" to an on-line publication, with a minimal number of printed copies.**
  - **Established a new department routine of creating "Talking Points" for staff related to all major customer service changes and systemwide events. This saved staff time in individual transactions, and enabled a more consistent message from the department on each particular issue.**
  - **Laid the groundwork for use of program measurement data in quarterly branch status reports via data that will be placed on the Intranet.**
  - **Continue to use virtual meetings to increase staff productivity and reduce the resources necessary to hold meetings. Also utilized computerized training to reduce the time needed for in-person training sessions. This was used to support the training requirements for a major system upgrade in the department.**

## 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. The division 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 at more than 470 public computers and "Wi-Fi Hotspots" located at each branch.

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 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 FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Circulation of library materials per capita <sup>1</sup>	12.36	12.53	11.58	11.36	10.94
Library visits per capita <sup>2</sup>	10.08	8.98	8.12	7.93	8.21

<sup>1</sup> FY11 circulation is projected to decrease based upon analysis of circulation data from Spring/Summer 2010. FY12 circulation is projected to decrease based upon FY11 projection. FY13 circulation is projected to increase by 800,000; however, County population is also projected to increase in FY13, resulting in decreased library circulations per capita.

<sup>2</sup> FY10 reflects the closure of Gaithersburg branch in May 2010 for renovation. FY11 and FY12 visits are projected to decrease based upon analysis of data from Spring/Summer 2010, and the closure of both Olney and Gaithersburg branches for renovation. FY13 visits are projected to increase due to the re-opening of the Gaithersburg and Olney branches.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	5,654,360	22.0

	Expenditures	WYs
Increase Cost: Increase FY12 materials purchases to \$3.05 million	47,830	0.0
Decrease Cost: Reduction in Delivery Services Staffing	-87,760	-1.5
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-95,000	2.0
<b>FY12 CE Recommended</b>	<b>5,519,430</b>	<b>22.5</b>

## Library Services to the Public

Library services to the public are provided at 20 library branches, plus the Montgomery County Correctional Facility Library, the Noyes Library for Young Children, and electronically through the library's website. Of the 20 branches:

- Four "Area" branches will provide full library services (service hours, materials collection, programming, information services) to their immediate community and surrounding areas. They are: Germantown, Rockville, Bethesda, and Wheaton branches. Gaithersburg, which is closed for renovation until Summer 2012, is planned to be an Area branch upon re-opening.
- Twelve library branches will provide "Community Branch" services with collections that are less broad, with less frequent programming, less service hours, and lower staffing levels for information services. They are: Aspen Hill, Quince Orchard, Gaithersburg Interim, Damascus, Davis, Marilyn Praisner, Potomac, Olney (closed until summer 2012 for renovation), Kensington Park, Little Falls, White Oak, and Poolesville branches.
- Four library branches will provide "Neighborhood" services: Chevy Chase, Twinbrook, Long Branch, and Silver Spring branches. The collection at these branches will be more focused on popular materials, with a limited selection of other topics of most interest to the neighborhood. Information services will be primarily provided by the system's Virtual Services branch (telephone, chat, email service) and branch staff. Branch information staff will connect with customers away from an information desk. Limited programming will be provided.

Services available include:

- Circulation of library materials and management of customer accounts;
- Information services, including reader's advisory, research/homework assistance, questions about library materials, and questions about how to access information related to other government services (available in person, via the Internet, email, chat, and via telephone);
- Access to online reference information at library branches or anywhere with a computer;
- Early Literacy programs that emphasize to children and caregivers the skills and behaviors important for reading readiness;
- Facilitation of other programming done by staff, volunteers, or community organizations in a variety of areas of interest to the residents of Montgomery County;
- A variety of formally booked (via the Community Use for Public Facilities agency) and informally available meeting, study room, and table/seating spaces that support a wide variety of community needs including English language learning, basic literacy tutoring, academic and research pursuits, socialization, culture, education, and civic engagement;
- Public Access Catalog for access to the collection and online databases (also available 24 hours per day via the Internet);
- Access to hundreds of computers that are attached to the Internet and loaded with office productivity software;
- Internet access via Wi-Fi during open hours; and
- Automated phone and website renewal (24 hours per day, 7 days a week).

Library Services are available to all County residents, Maryland residents, and those working in Montgomery County free of charge. Customers use these services to help their children prepare to learn and grow; they contribute to an economically vibrant and vital community.

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

- New Americans, especially those new to English, and those who need to read materials in other languages - Collections in Spanish, Chinese, Vietnamese, French, and Korean are provided in selected branches. Language learning labs with specialized software, and volunteer English conversation clubs, which assist residents in practicing their English skills. Library staff are formally certified to provide services in several languages, to better assist residents with limited English proficiency.
- Incarcerated persons - The Montgomery County Correctional Facility Library provides law materials for inmates, as well as recreational and informational reading materials.
- Adult beginning readers - The Literacy Council of Montgomery County, which receives substantial funding from the County to conduct basic literacy and English as a Second Language support, provides tutorial services for adult beginning readers, which is complemented by adult beginning-to-read materials in many libraries.
- Persons with disabilities - All library staff are trained to better facilitate providing the information and reading needs of people with disabilities, their family members, caretakers, students, and service providers. Each branch has a basic level of equipment

and staff training; and an enhanced focus on equipment, materials, and programming/outreach is provided at the Disability Resource Center at the Rockville Memorial Library.

- Economically vulnerable, new job seekers, socially vulnerable, the homeless – Libraries provide job and career development resources, assistance and help in navigating government services and providing information about the community.
- Children - Noyes Library for Young Children - This library serves as a systemwide resource and model library for early learning and early literacy.

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

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Internet/computer session utilization <sup>1</sup>	1,075,170	966,385	956,901	956,901	989,156
Number of items checked out (circulation) <sup>2</sup>	11,836,563	12,105,851	11,323,854	11,239,468	12,039,468
Number of library visits <sup>3</sup>	9,652,196	8,671,615	7,937,975	7,841,774	9,041,774
Percentage of Library customers satisfied based on the Library customer survey results <sup>4</sup>	96	96	75	75	80
Impact of Library services on community <sup>5</sup>	NA	NA	NA	NA	NA

<sup>1</sup> FY11 and FY12 are projected to be lower based upon closure of the Gaithersburg and Olney branches for renovation and the reduction of library service hours. FY13 sessions are projected to increase with the re-opening of the Gaithersburg and Olney branches.

<sup>2</sup> FY11 circulation is projected to decrease based upon an analysis of circulation data from Spring/Summer 2010. FY12 circulation is projected to decrease based upon an FY11 projection. FY13 circulation is projected to increase by 800,000 due to the re-opening of the Gaithersburg and Olney branches.

<sup>3</sup> FY10 reflects closure of the Gaithersburg branch in May 2010 for renovation. FY11 and FY12 visits are projected to decrease based upon an analysis of data from Spring/Summer 2010, and the closure of both Olney and Gaithersburg branches for renovation. FY13 visits are projected to increase due to the re-opening of the Gaithersburg and Olney branches.

<sup>4</sup> A comprehensive survey was conducted in April 2008. The next comprehensive surveys are planned for April 2011 & 2013. Results are largely determined by customer satisfaction with materials, access to service hours, staffing levels, technology, and programs. MCPL anticipates lower satisfaction due to substantial reductions in all these areas.

<sup>5</sup> Under construction.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>19,767,540</b>	<b>247.1</b>
Increase Cost: Library Assistant I Positions	35,380	0.6
Increase Cost: Annualize Noyes Library	23,000	0.9
Increase Cost: Annualization of FY11 Operating Expenses	15,860	0.0
Decrease Cost: Decrease Management staff for Olney for renovation	-90,000	-1.0
Reduce: Information Service: Only Virtual Information services on Sundays; reduced substitute staff budget	-194,610	-5.1
Eliminate: Olney Staffing during renovation	-622,400	-7.5
Reduce: Change Silver Spring, Twinbrook, Chevy Chase, & Long Branch to Neighborhood Libraries	-1,222,230	-13.5
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-312,790	7.0
<b>FY12 CE Recommended</b>	<b>17,399,750</b>	<b>229.1</b>

## **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, revenues, payroll, and supply purchasing.

Public Services Administration oversees and supports the day-to-day operations of the library's branches, including the Virtual Services branch. 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; grant development; 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 directly manages the Virtual Services Branch, including the Ask a Librarian service and Interlibrary Loan. It 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 a week and is responsible for development and management of the Department's website. 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. Public Services Administration and the

Division of Collection Management have 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.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Cost per circulation <sup>1</sup>	3.24	2.99	2.55	2.32	2.33
Number of visits to the library's website <sup>2</sup>	3,207,000	3,472,400	3,472,400	3,472,400	3,472,400

<sup>1</sup> FY11 expenditures were reduced 23% from FY10, FY12 budget is 10% less than FY11. FY13 expenditures are projected to rise due to the re-opening of the Gaithersburg and Olney branches, however, circulation is also projected to rise for FY13.

<sup>2</sup> FY10 and beyond based on new Google Analytics report data from the Department of Technology Services. Actual data for nine months in FY10 was averaged over 12 months to calculate actual use.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>3,528,470</b>	<b>21.2</b>
Reduce: Restructure Library Senior Management, Central Administration and Support Services	-225,400	-1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-80,020	1.2
<b>FY12 CE Recommended</b>	<b>3,223,050</b>	<b>21.4</b>

# BUDGET SUMMARY

	Actual FY10	Budget FY11	Estimated FY11	Recommended FY12	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	22,026,846	17,307,670	17,633,130	15,843,990	-8.5%
Employee Benefits	8,035,253	7,071,270	7,033,700	5,690,640	-19.5%
<b>County General Fund Personnel Costs</b>	<b>30,062,099</b>	<b>24,378,940</b>	<b>24,666,830</b>	<b>21,534,630</b>	<b>-11.7%</b>
Operating Expenses	5,320,068	4,472,140	4,408,950	4,485,310	0.3%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>35,382,167</b>	<b>28,851,080</b>	<b>29,075,780</b>	<b>26,019,940</b>	<b>-9.8%</b>
<b>PERSONNEL</b>					
Full-Time	230	174	174	155	-10.9%
Part-Time	197	176	176	163	-7.4%
Workyears	384.9	289.3	289.3	270.5	-6.5%
<b>REVENUES</b>					
Library Holds Not Picked Up	0	10,000	10,000	10,000	—
Library Collection Agency	0	300,000	300,000	300,000	—
Library Lost Book Fines	62,375	78,000	78,000	78,000	—
Library Meeting Room Reimbursement from CUPF	9,087	12,000	12,000	12,000	—
Public Libraries: Retirement	2,622,212	2,813,430	2,813,430	2,813,430	—
Library Fines	1,347,357	1,070,000	1,037,220	1,037,220	-3.1%
Library Reader Printer Fees	597	600	600	600	—
Public Libraries: Operations	2,606,276	2,606,280	2,606,280	2,606,280	—
Library Other Fees	1,986	0	0	0	—
Sale of Merchandise	0	6,000	6,000	6,000	—
Library Book Sales	43,908	40,000	40,000	40,000	—
Session Mgmt: Libraries	119,643	120,000	120,000	120,000	—
Miscellaneous	444,865	0	0	0	—
Coin Copier: Libraries	52,369	80,000	80,000	80,000	—
Federal Telcom Act of 1996	0	20,000	20,000	20,000	—
<b>County General Fund Revenues</b>	<b>7,310,675</b>	<b>7,156,310</b>	<b>7,123,530</b>	<b>7,123,530</b>	<b>-0.5%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	31,721	60,930	83,370	88,040	44.5%
Employee Benefits	8,750	26,360	26,360	22,250	-15.6%
<b>Grant Fund MCG Personnel Costs</b>	<b>40,471</b>	<b>87,290</b>	<b>109,730</b>	<b>110,290</b>	<b>26.3%</b>
Operating Expenses	30,663	12,000	12,560	12,000	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>71,134</b>	<b>99,290</b>	<b>122,290</b>	<b>122,290</b>	<b>23.2%</b>
<b>PERSONNEL</b>					
Full-Time	1	0	0	0	—
Part-Time	0	2	2	2	—
Workyears	2.0	1.6	1.6	2.5	56.3%
<b>REVENUES</b>					
Area Access: Patron Access	52,290	52,290	52,290	52,290	—
Staff Development	10,736	0	0	0	—
Noyse Library Foundation Grant	0	47,000	70,000	70,000	48.9%
Parent-Child Mother Goose Program	1,427	0	0	0	—
Public Services Special Needs DLDS	181	0	0	0	—
Gates Foundation Opportunity Grant	6,500	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>71,134</b>	<b>99,290</b>	<b>122,290</b>	<b>122,290</b>	<b>23.2%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>35,453,301</b>	<b>28,950,370</b>	<b>29,198,070</b>	<b>26,142,230</b>	<b>-9.7%</b>
<b>Total Full-Time Positions</b>	<b>231</b>	<b>174</b>	<b>174</b>	<b>155</b>	<b>-10.9%</b>
<b>Total Part-Time Positions</b>	<b>197</b>	<b>178</b>	<b>178</b>	<b>165</b>	<b>-7.3%</b>
<b>Total Workyears</b>	<b>386.9</b>	<b>290.9</b>	<b>290.9</b>	<b>273.0</b>	<b>-6.2%</b>
<b>Total Revenues</b>	<b>7,381,809</b>	<b>7,255,600</b>	<b>7,245,820</b>	<b>7,245,820</b>	<b>-0.1%</b>

# FY12 RECOMMENDED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>28,851,080</b>	<b>289.3</b>
<b>Changes (with service impacts)</b>		
Reduce: Information Service: Only Virtual Information services on Sundays; reduced substitute staff budget [Library Services to the Public]	-194,610	-5.1
Reduce: Restructure Library Senior Management, Central Administration and Support Services [Administration, Outreach, and Support Services]	-225,400	-1.0
Eliminate: Olney Staffing during renovation [Library Services to the Public]	-622,400	-7.5
Reduce: Change Silver Spring, Twinbrook, Chevy Chase, & Long Branch to Neighborhood Libraries [Library Services to the Public]	-1,222,230	-13.5
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Restore Personnel Costs - Furloughs	361,270	10.2
Increase Cost: Increase FY12 materials purchases to \$3.05 million [Collection and Technology Management]	47,830	0.0
Increase Cost: Library Assistant I Positions [Library Services to the Public]	35,380	0.6
Increase Cost: Motor Pool Rate Adjustment	16,590	0.0
Increase Cost: Annualization of FY11 Operating Expenses [Library Services to the Public]	15,860	0.0
Increase Cost: Help Desk - Desk Side Support	14,530	0.0
Increase Cost: Printing and Mail Adjustment	13,150	0.0
Increase Cost: SIRSI Contract	6,610	0.0
Increase Cost: Public copying-printing contract (Xerox)	2,300	0.0
Decrease Cost: Multilingual Pay Adjustment	-15,280	0.0
Decrease Cost: Verizon Point to Point T1 Replacement	-50,700	0.0
Decrease Cost: Reduction in Delivery Services Staffing [Collection and Technology Management]	-87,760	-1.5
Decrease Cost: Decrease Management staff for Olney for renovation [Library Services to the Public]	-90,000	-1.0
Decrease Cost: Retirement Adjustment	-95,570	0.0
Increase Cost: Annualization of FY11 Personnel Costs	-323,990	0.0
Decrease Cost: Group Insurance Adjustment	-416,720	0.0
<b>FY12 RECOMMENDED:</b>	<b>26,019,940</b>	<b>270.5</b>
<b>GRANT FUND MCG</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>99,290</b>	<b>1.6</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Annualize Noyes Library [Library Services to the Public]	23,000	0.9
<b>FY12 RECOMMENDED:</b>	<b>122,290</b>	<b>2.5</b>

## PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Recommended	
	Expenditures	WYs	Expenditures	WYs
Collection and Technology Management	5,654,360	22.0	5,519,430	22.5
Library Services to the Public	19,767,540	247.7	17,399,750	229.1
Administration, Outreach, and Support Services	3,528,470	21.2	3,223,050	21.4
<b>Total</b>	<b>28,950,370</b>	<b>290.9</b>	<b>26,142,230</b>	<b>273.0</b>

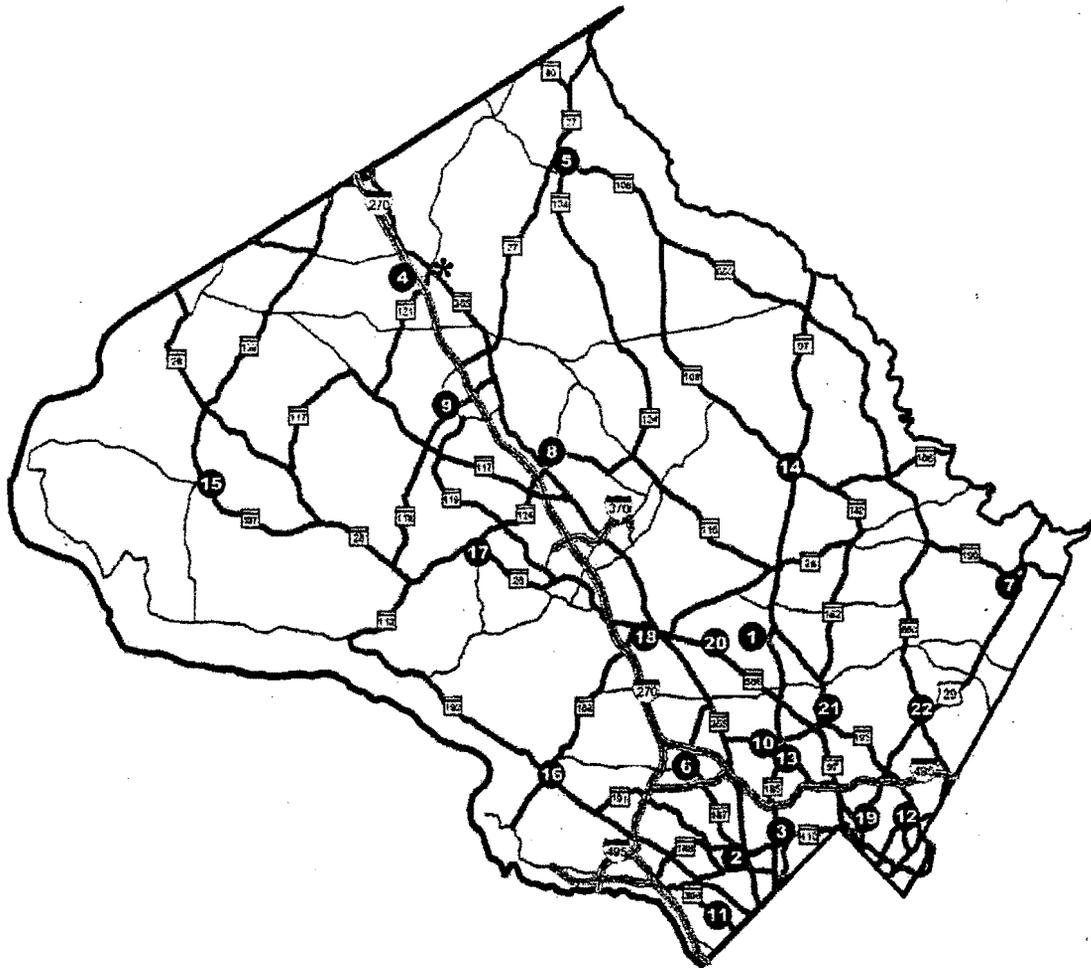
## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY11		FY12	
		Total\$	WYs	Total\$	WYs
<b>COUNTY GENERAL FUND</b>					
Correction and Rehabilitation	County General Fund	123,960	1.7	118,550	1.7

# FUTURE FISCAL IMPACTS

Title	CE REC. FY12	FY13	FY14	(5000's) FY15	FY16	FY17
<b>This table is intended to present significant future fiscal impacts of the department's programs.</b>						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY12 Recommended</b> No inflation or compensation change is included in outyear projections.	26,020	26,020	26,020	26,020	26,020	26,020
<b>Motor Pool Rate Adjustment</b>	0	32	32	32	32	32
<b>Restore full staff to Gaithersburg Library after renovation</b> The Gaithersburg Library will be closed until summer of 2012. Some staff has been retained for the interim facility.	0	1,050	1,050	1,050	1,050	1,050
<b>Restore staff for Olney Library when renovation is completed</b> Olney Library will be closed until the summer of 2012.	0	842	842	842	842	842
<b>Restore Sunday service to Gaithersburg and Olney after renovations</b> The Gaithersburg Library will be closed until the summer of 2012. The Olney Library will be closed until the summer of 2012. When they reopen, additional staff will be necessary for Sunday service.	0	53	63	63	63	63
<b>Subtotal Expenditures</b>	<b>26,020</b>	<b>27,997</b>	<b>28,008</b>	<b>28,008</b>	<b>28,008</b>	<b>28,008</b>

# 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<br>(proposed) |

◆ Open on Sundays

\* Gaithersburg and Olney branches are closed for renovation during FY12. Gaithersburg branch services will be provided from an interim facility at Lakeforest Mall.

See <http://www.montgomerycountymd.gov/library> for a full listing of Library Hours and Holidays, Services, and Policies.

## Department of Public Libraries

### Staffing and Structure

**1. Please provide a vacancy list. Are any vacant positions not slated for abolishment?**

See attachment. There are five current vacancies that are not slated for abolishment. One is a long-term vacancy that will not be filled in FY12 (third staff member at Montgomery County Correctional Facility library). The remaining four vacant positions are operationally essential, and projected to be filled via transfer in the upcoming Reduction-in-Force process.

**2. Please provide a description of each job classification including span of control, job responsibilities, and education requirements.**

#### Information Staff:

Educational Requirements: Librarians: All Information classes Librarian I, II, Senior, and Manager require a Masters' Degree in Library Science, State certification, and continuing education at 90 credit hours every five years to maintain certification.

Educational Requirements: Library Associate's (I and II): Bachelor's degree, State of Maryland certification (requires 90 credit hours to obtain), and 90 additional credit hours every five years. (Library Associates I can be without the State certification for up to two years).

#### Descriptions: Information Staff

- Branch Manager – MIII.
  - Responsible for overall management and supervision of branch and staff members.
  - Responsible for branches with between 12 to 25 or more staff.
  - Directly supervises all information staff, and the Library Assistant Supervisor, except in the five branches with Assistant Branch Managers (where supervision of those larger information staff complements is divided)
  - Handles customer issues
  - Answers customer's information questions, provides reader's advisory, homework help, and/or assists customers in using library technology 2 to 3 hours per day
  - Thorough knowledge of Department's policies and procedures
  - Responsible for working with the branch's Library Advisory Committee and local chapter of the Friends of the Library
  - Develops community contacts
  - Ensures safety and upkeep of facility
  - Coaches and evaluates Information staff and Library Assistant Supervisor
  - Oversees all scheduling of branch staff
  - Ensures collection management and development is ongoing
  - Develops plan for branch programming
  - Develops annual branch workplan
  - Responsible to Director for quarterly analysis of branch data

- Assistant Branch Manager (Senior Librarian) - 5 largest branches (GT, RV, BE, WH, QO),
  - Works under the direction of the branch manager
  - Responsible for overall supervision of branch and staff members in the absence of the branch manager
  - Handles customer issues
  - Answers customer's information questions, provides reader's advisory, homework help, and/or assists customers in using library technology 3 to 4 hours per day
  - Responsible for planning and staffing Sunday service
  - Assists with management of branch and supervises portion of the Information staff and responsible for ongoing supervision of Sunday staff.
  
- Branch Manager (Senior Librarian) – Small Branches and Units (Montgomery County Correctional Facility, Poolesville branch, Gaithersburg Interim Branch, Cataloging and Processing Unit, and 4 Neighborhood branches (proposed).
  - Same as the duties of the Manager III, above, but in branches with smaller staff (1 to 9 staff), smaller collections, less hours, and less services than Area or Community level branches.
  - These branches do not have another supervisor (e.g., a Library Assistant Supervisor), so this position manages both information and circulation staff classes.
  
- Librarian II
  - Answers customer's information questions, provides reader's advisory, homework help, and/or assists customers in using library technology 4 to 5 hours per day
  - Head of Service for children's, adult or teen areas (lead worker in that area, subject matter expert)
  - Plans and implements programming, including: early literacy, pre-school, teens
  - Responsible for recommendations to branch manager about branch's collection management, development and placement
  - Supervises volunteers for book discussion groups and conversation clubs
  - develops and presents training for branch information staff
  - In Virtual Services, updates the library system's web Page, uses and teaches others to use technology (web authoring, chat reference, etc.)
  - In Collection Development, selects library materials for the library system
  
- Librarian I
  - Answers customer's information questions, provides reader's advisory, homework help, and/or assists customers in using library technology 5 to 6 hours per day
  - Develops and presents programs
  - assists LII in collection management and development
  - assists in the presentation of training to branch staff
  - Select staff may serve public using technology tools (web authoring, chat, email, telephone)
  
- Library Associate II (currently MCPL has no Library Associate I positions)
  - Answers customer's information questions, provides reader's advisory, homework help, and/or assists customers in using library technology 6 to 7 hours per day.
  - assists in presentation or directly presents programs
  - assists LII in collection management (not development)

- o Select staff may serve public using technology tools (web authoring, chat, email, telephone)

Circulation Staff

- o Library Assistant Supervisor
  - o Supervises and evaluates circulation staff – minimum of 3.5 wys to maximum of 8 wys in the largest branch (6 – 12 positions)
  - o Handles customer circulation issues
  - o Responsible for scheduling of circulation staff
  - o Shares operational leadership of a branch with most senior information staff in the absence of branch or assistant branch manager
  - o Responsible for circulation operations: knowledge of Departmental policies and procedures as relates to circulation functions; account management; circulation workflow process to ensure work is completed
  - o Develops and ensures training of circulation staff on policies and procedures
  - o Responsible for cash register set up and count or verify monies received from daily intake
  - o Responsible for resolution of facilities issues
  - o Supervises pages if no Library Assistant II on staff
  - o Assigned to Circulation Desk at least 3 hours per day

Educational requirement: high school diploma/GED

- Library Assistant II
  - o Lead worker for circulation staff and circulation work flow functions
  - o Supervises pages
  - o Responsible for circulation work flow in absence of Library Assistant Supervisor
  - o Responsible for cash register set up and count or verify monies received from daily intake
  - o Assists in technology troubleshooting (photocopier, printers, etc)
  - o Assigned to Circulation Desk approximately 5-6 hours per day

Education requirement: high school diploma/GED

- Library Assistant I
  - o Assigned to Circulation Desk approximately 6-7 hours per day
  - o Performs such work room duties as checking in periodicals, working on holds processes, process materials for discard, supplies, adds donations, resolves media problems, check in of delivery tubs
  - o May assist Library Assistant Supervisor with volunteers
  - o Responsible for cash register set up and count or verify monies received from daily intake

Educational requirement: high school diploma/GED

- Library Desk Assistant
  - o Work room duties may include processing holds, check in of delivery tubs, process materials for discard, resolves media problems
  - o May verify monies received from daily intake
  - o Assigned to Circulation Desk approximately 7-7.5 hour per day

Educational requirement: high school diploma/GED

- Library Aide (not assigned to work any service desk)
  - Assigned to complete daily Pull On Hold report
  - Shelves materials
  - May assist in checking in of delivery tubs

Educational requirement: high school diploma/GED

- Library Page (not assigned to work any service desk)
  - Primary responsibility is to shelve materials

Educational requirement: must be at least 14 years of age, able to read

**3. Please provide a status report on functional staffing at branches in FY11 including the amount of time that desks, services, or programs were closed due to staff shortages.**

On average, branches have had to close information desks for about 1.4% of the 27,496 information desk service hours offered each month due to staffing shortages. Branches have not closed down any circulation desks for lack of staffing. We have not cancelled any systemwide programs for lack of staffing. We are still researching whether any pre-school storytimes have had to be cancelled due to shortage of staff.

**4. Please provide the minimum staffing required for each branch.**

The current complement of all library branches is already below the minimum required to provide full library service. As a consequence, we have reduced library services, including materials, programs, reduced the speed of fulfilling holds, answered less information questions, and less hours. The library complements are just enough to provide a reduced set of library services.

Below are the absolute minimum “safety” staffing requirements for keeping a branch physically open to the public. If staffing at a branch is projected to drop below the levels listed below, MCPL would close the branch after following a detailed protocol for reviewing whether staff can be pulled from any other branch, and informing the Chief Administrative Officer of the potential closure should it be necessary. These staffing levels are mostly used during inclement weather situations, because if a branch is forced to function at these levels, many service and operations functions (re-shelving books, creating new library cards, answering information questions, etc.) must be stopped and all work focused on checking out materials:

- 4 staff members required to open Bethesda, Gaithersburg Germantown, Rockville, & Wheaton.
- 4 staff members to open both levels at Little Falls.
- 1 staff member at Correctional Ctr. – Particular situations should be discussed with Montgomery County Corrections and Rehabilitation.
- A minimum of 2 staff members at all other branch libraries.

- A minimum of 2 staff at Collection Management and Central Offices.

**5. Please explain how Library Senior Management, Central Admin and Support Services are being restructured and what the management structure for the organization look like for FY12.**

MCPL reviewed options for reducing central administration in the same light as service reductions in the branches was considered, which was to find the most efficient and minimal reduction of service related to a staffing reduction. There are certain portfolios of executive work that are mandatory for the system to function, and other portfolios required for the department to function as a library system. In the period from FY08 – FY11, MCPL executive staff also took on portfolios of work that involved direct service provision in order to support the changes and reductions elsewhere in the department. MCPL further reviewed what executive portfolios and related changes could be consolidated, reduced, and made more efficient for this round of reductions.

MCPL's administrative and management structure is already one of the lower ratios in County Government (7% of MCPL is non-represented, including managers in grades M II and M III; and supervisors in grade 20; and a handful of other administrative staff; versus an overall County ratio of 12% non-represented). The MCPL executive management structure is also very streamlined from earlier management structures, which at one point in the past included more than ten senior managers/program coordinators. MCPL proposes a multi-element plan that will further focus more responsibilities on the executive managers that remain. In order for that to be feasible, the plan also provides lower-level, represented grade staff positions to accomplish a streamlined set of tasks that provide or support services to the public.

The current executive management structure of MCPL includes:

1. Director
  - a. Leads System
  - b. Leads personnel policy and manages technical personnel tasks and requirements
  - c. Works with Library Advisory Board
  - d. Works with Friends of the Library, Montgomery County, Inc.
  - e. Works with other departments, agencies, community organizations, and businesses
2. Public Services Administrator for Branch Operations (MII)
  - a. Manages all 21 branches and systemwide training
3. Public Services Administrator for Community Engagement, Development, and Program Coordination (MII)
  - a. Coordinates all programming
  - b. Develops grant proposals
  - c. Establishes partnerships
  - d. Manages/executes all marketing and publicity
  - e. Virtual Services Branch
4. Public Services Administrator for Facilities and Strategic Planning (MII)
  - a. Manages MCPL interests in capital facility planning
  - b. Manages department's strategic plan

- c. Manages creation, collection, and analysis of department data to support planning, operations, and decision-making
- 5. Chief, Division of Collection and Technology Management (MII)
  - a. Manages selection, processing, delivery of library materials
  - b. Manages operation of technical infrastructure of the department
- 6. Business Manager/Administrative Services Coordinator (MIII)
  - a. Manages budgetary, financial management, procurement, time keeping, revenue collection, and other administrative processes of the department.

Under this proposal the executive management structure of MCPL will be reduced by abolishing two of the four Manager II positions, and re-assigning those management portfolios among the team that remains. The executive manager portfolios will be changed to the following structure:

- 1. Director
  - a. Leads System
  - b. Manages personnel policy
  - c. Manage marketing and publicity
  - d. Manage partnerships (reduced scope)
  - e. Manage grant proposals (reduced scope)
  - f. Manages Friends of the Library relationship (grants, communication, memorandum of understanding)
  - g. Leads diversification of funding issue, revenue enhancement issue
  - h. Works with Library Advisory Board
  - i. Works with Friends of the Library, Montgomery County, Inc.
  - j. Works with other departments, agencies, community organizations, and businesses
- 2. Public Services Administrator (Branch Operations, Virtual Services, Programming) – (MII grade)
  - a. Manages all 21 branches and systemwide training
  - b. Coordinates all programming (reduced scope, four managers of the Full Service branches will coordinate their areas)
  - c. Manages day-to-day library facility issues (via branch managers)
  - d. Manages the Virtual Services branch
- 3. Public Services Administrator (Facilities, Infrastructure, Collection, and Strategic Planning) – (MII grade)
  - a. Manages MCPL interests in capital facility planning
  - b. Manages department's strategic plan
  - c. Manages creation, collection, and analysis of department data to support planning, operations, and decision-making
  - d. Manages selection and cataloging and processing of library materials (via two Senior Librarians who manage a selection team and a processing/cataloging team, respectively)
  - e. Manage technical infrastructure of department (oversees MIII of Technology Management team)
- 4. Business Manager/Administrative Services Coordinator (MIII)

- a. Manages budgetary, financial management, procurement, time keeping, revenue collection, and other administrative processes of the department.
- b. Manage all contract, tracking, vendor supply decisions related to library materials (formerly a shared duty with Chief, Div. of Collection and Technology).
- c. Manage personnel technical requirements (transfer Admin. Spec. II from Director's Office).

In summary, the following personnel and operating budget changes are made to accomplish this proposal:

- Abolish two Manager IIs (Chief, Collection and Technology Management, Public Services Administrator for Community Engagement, Outreach, and Development); -\$248,440, -2.0 workyears.
- Personnel Savings – turnover in Collection Management Center (abolish vacant library technician in processing; assume lower costs for replacement of Office Services Coordinator for InterLibrary Loan services; -\$55,900; -1.0 workyear)
- Central Administration – Abolish vacant Program Manager II position (outreach), increase part-time Office Services Coordinator position to full-time to support PSA for Branch Operations and Programming; -\$8,060, 0 workyears net
- Create Program Specialist I to support branch operations projects for the PSA for Branch Operations and Programming. Manage operations projects, systemwide programming, coordinate library circulation and operation issues, and other tasks. \$70,000, 1 WY.
- Create Program Specialist II to support marketing, outreach, publicity, diversification of funding issue (including Friends of the Library relationship), partnerships, and communication with the public, for the Director's Office. (\$70,000, 1 WY).
- Operating Expense reductions - -\$53,000, 0 workyears. [20% reduction to system supplies; Contract costs, create \$20,000 savings in collection agency management and public printing/copying; reduce vehicle rentals \$8,000; reduce local travel reimbursement \$5,000; reduce cataloging supplies \$5,000].

**6. Please explain why Library Assistant I positions are being increased by .6 WY (\$35K)?**

In the FY11 budget, we assumed two Library Assistant I positions at 0.8 WY each would be abolished in the total reduction in force (RIF) proposed. The actual operation of the RIF resulted in two Library Assistant I positions at 0.5 WY each being abolished. The two 0.8 WY positions were deployed to branches who need those hours to make their staffing schedules work, so we were not in a position to force two staff members to accept reduced hours. Overall, the entire RIF for MCPL saved more money than targeted (that is why the line on Page 54-6 of the budget entitled "Increase Cost: Annualization of FY11 Personnel Costs" is a negative 323,990); so while this particular line item shows an increased cost, it is in the context of an overall savings.

**7. Please confirm that the lapse assumption for FY12 is level with the FY11 level of \$1.093 million. How much in staffing costs were not expended as result of vacancies in FY10 and FY11 to date?**

Yes, the lapse target is \$1.093 million. The County Council added \$103,670 (regular lapse) and \$65,000 (311 call center “savings”) to our original FY10 lapse target of \$924,000 when it approved the FY10 budget in May 2009. The information below partially answers your question, we’ll need more time to review data to more precisely answer your question.

For FY10 as a whole, the Personnel Cost character was budgeted at 30,199,530. Actual spending was 30,062,099, about \$130,000 saved from budgeted. However, MCPL had proposed \$423,650 in personnel savings from savings in substitute staff, library Pages, and Reductions in Force, which means that MCPL was short of its target savings by \$286,000. The personnel savings items in the plan were largely achieved as planned, which means we fell about \$286,000 short of our FY10 lapse target, despite doing no hiring for the fiscal year, and carrying several vacancies for the entire fiscal year.

FY11 – To date, MCPL projects it will be \$287,000 short of the lapse target (from published second quarterly analysis).

**8. What is the budget for substitutes in FY12 and how many hours does it support?**

The budget for substitute staffing for FY12 is \$140,000 and will support less than 5,000 hours for general branch use and 2,290 hours to support service delivery. These figures are about 10% of substitute staffing support the system depended upon in 2006-7. Those figures, more than \$1 million, would have supported roughly 50,000 work hours total at an average rate of \$20 per hour.

## **Materials**

**9. Please provide information about the items to be funded with the proposed \$47,830 increase for the materials collection.**

MCPL is going to analyze those materials most in demand from the Customer holds list and purchase more copies of those items to fulfill customer holds more quickly. At about \$19 per copy, the additional funds will provide 2,500 or so more copies to borrow. After adjusting for inflation, this amount represents no additional real purchasing power.

**10. Please provide information about the items to be funded with the proposed \$200,000 increase for the materials for the reopened Olney Library.**

The current revenue funds in the Olney Library CIP project were requested and budgeted for a renovation/rejuvenation of the materials collection. In FY13, the Olney Library building will open in a physical space that has been updated, modernized and changed to reflect the substantial service, program, and population changes in Olney community since that library was originally opened decades ago. Integral to this renovation and expansion are refreshed and expanded

collections of print materials and media which our customers expect in a newly renovated library facility. This was done for both Rockville and Germantown libraries successfully, and our materials collection needs to be renovated and updated at the same time as our buildings in order to remain current and viable.

Based upon the current demographics of the Olney community, the Department will be updating children's materials essential to the Department's early literacy and homework support efforts, including children's picture books and children's fiction and nonfiction items, which are essential for children under five and school age and home schooled children (children's fiction and non-fiction). We will also order Reading List volumes (classics heavily used for school support and leisure reading), fiction for teens, and large print items that are heavily used by seniors. Young adult and senior residents, for whom special space has been created in the renovated facility, need larger and more diverse collections available for their use.

It takes library staff time to do this "opening day collection," and the book vendors also have a portion of the task. For practical reasons, the funding needs to stay in the CIP project where it can be managed in relation to the project, and purchases made in the multi-year period both before and after the re-opening of the branch.

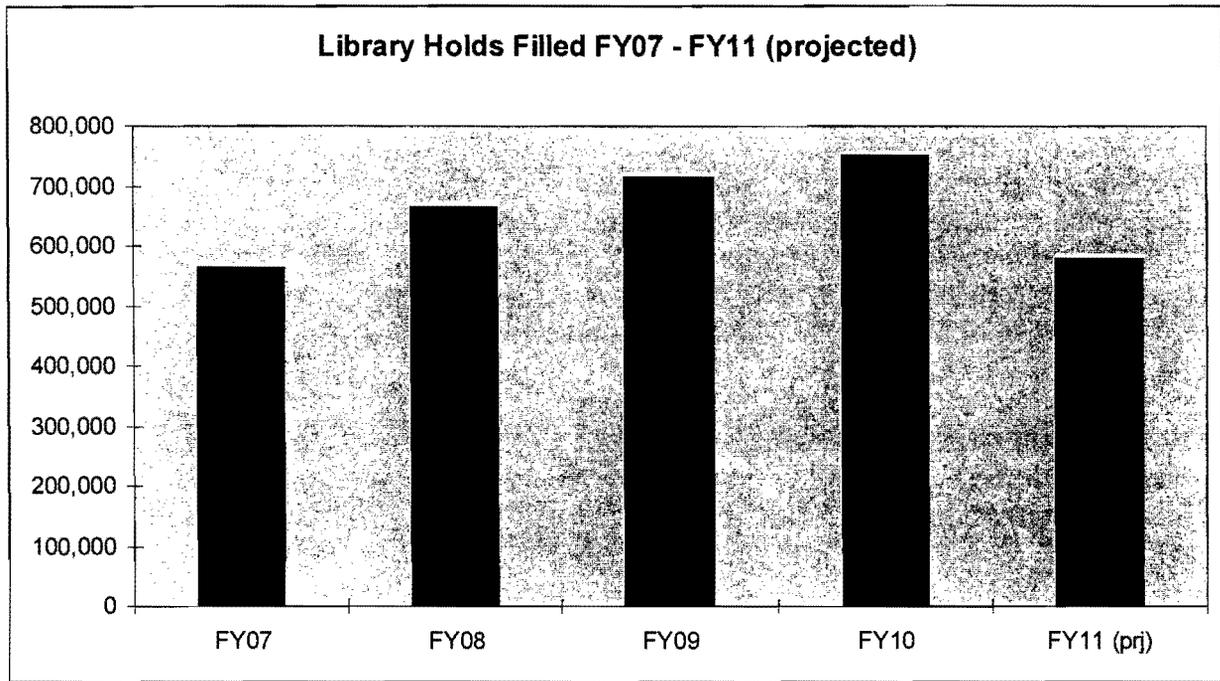
**11. What the ratio of customers placing holds on books to the number of books available for FY09, FY10 and FY11 to date?**

When we refer to the ratio of holds placed to books available, we are generally referring to the titles most in demand at any given time. We do not keep an archive of the kind of reports that would show a ratio for all titles. We have provided below some information which describes the impacts of the reduction to collection budget, since that is the context in which these ratios have been discussed.

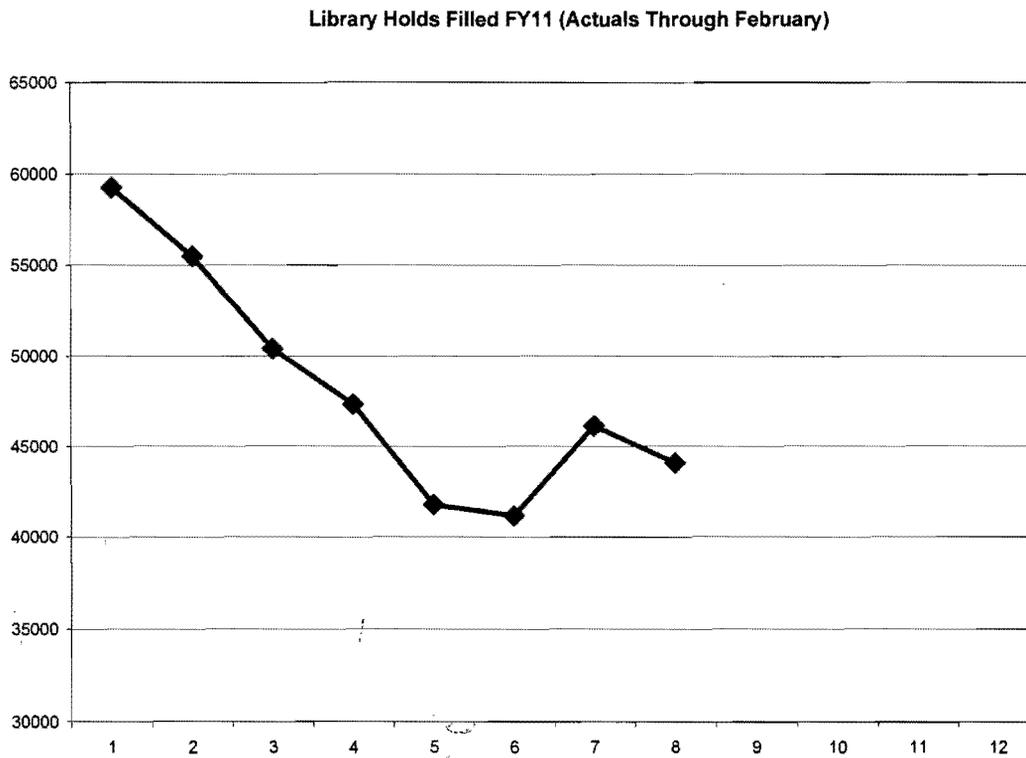
The most clear indicator of the effect of the 50% reduction to the library materials budget is the reduction in circulation of items, which is 16% lower in FY11 than in FY10, and has been down month-over-month since April 2010. Between April 2010 and late summer 2010, we bought almost no materials, and since that time, our purchasing has been very restricted. This has also shown up in the decreased amount of holds customers are placing on library materials (down about 20% over FY10). The number of holds we fill has dropped down to FY07 levels, after having steadily risen since FY07. (See Charts 1 & 2).

The materials we do have or plan to purchase do have very high ratios of holds versus copies available. We have a large number of titles with between a 5:1 and 14:1 ratio of Holds to Copies available (88 titles in demand, with 10,500 holds placed on them and only 1,600 copies available to fill those holds). We have many upcoming titles showing strong demand (Holds can be placed on items we identify in our catalog as items we are going to order at some point), currently 121 titles with over 6,228 holds placed on them to-date. (See Chart 3).

**Chart 1. The number of holds filled FY07 – Current**



**Chart 1a. Library Holds Filled in FY11 To-Date (Detail)**



**Chart 2. Total Number of Holds Placed Versus Holds Filled**

**Holds Placed**

	FY08	FY09	FY10	Proj. FY11
Holds Placed	919,500	985,520	1,045,702	796,214
Holds Filled*	670,206	713,847	750,888	516,641
% Filled	73%	72%	72%	65%

\* Shows the Holds Filled Versus those Placed in that Fiscal Year. Some Holds placed in one fiscal year, are fulfilled in the next (Ex.: Summer Holds)

**Chart 3. Titles with Holds Ratios that are Greater than 5:1**

Summary of MCPL Holds Demand in FY11					
Ratio	Titles	Demand	Copies	Ratio Holds:Copies	Notes
Below 5	6,197	26,746	15,559	2	A mix of items for which we have copies, items we may order or borrow via Interlibrary Loan
5 - 14	88	10,538	1,673	6	For items that we have in stock, but in smaller quantities
15+	121	6,228	122	51	Almost all relate to items on-order or to be on order
<b>Total</b>	<b>6,406</b>	<b>43,512</b>	<b>17,354</b>	<b>3</b>	

**Services**

**12. Please provide current hours of service by branch. Are these hours projected to change?**

No. (See attached).

Based on feedback from the community asking that we close no branches and reduce no hours, the CE FY12 recommendation did not change any branch’s hours from the FY11 Approved levels. Please recall that during FY11, Olney branch closed for renovation (December 31, 2010) as planned, and Gaithersburg Interim branch opened for service (December 19, 2010), as planned, and the Gaithersburg main branch has been closed since May 2010. Currently FY11 serves 982 public service hours per week, FY12 will be the same.

**13. Please provide usage information by branch for FY09, FY10, and FY11 to date including circulation, visits, and programming and attendance.**

Please see the attachments for per branch detail (where it is available).

**14. Please provide a status update on the Noyes Children's Library and Library Foundation. What is the FY12 recommended funding for the library? Has an MOU been completed between the County Government and the Noyes Foundation? Please provide a programming and services update for the Library in FY11.**

The Noyes Children's Foundation has successfully raised over \$90,000 towards operation of the library, and continues to actively fundraise. The Memorandum of Agreement has been signed by all parties, and the first invoice has been transmitted. The FY11 costs for Noyes are projected to be \$53,000 or less. The FY12 grant costs for Noyes are projected to be \$70,000.

The programming and services provided to-date include: circulation of materials at Noyes library between July 1, 2010 and December 31, 2010 was 24,097 items. The library operated three days per week, 24 service hours per week during that period. Thirty-two programs were conducted, with an attendance of 1,021 during that period.

**15. For the following reductions, please (1) quantify the impact on customers including identifying the services will be diminished or eliminated and number of individuals that are expected to be impacted; (2) explain how the decision was made to reduce these services.**

How the decision was made to reduce services:

Last year's MCPL budget was a zero-based approach, where we rebuilt a services model based upon the \$28.8 million in resources available for library services. For FY12, we built upon the new services model, tweaking how we provide services, and making the next set of logical services reductions given the new funding restrictions and the need to strategically plan for the future.

As recently as FY2008, MCPL was a \$40 million library system. Objective comparisons of our customer activity versus other similarly sized library system put us in the top echelon of library systems in the United States; as supported by ratings from the Library Journal (4 Stars, using FY2007 service data, reducing to 3 stars when FY2008 data was used for the next year's rating). Having to reduce our budget by 35% in those three years, to \$26 million, requires us to reduce services. We have minimized closing of branches by closing only branches being renovated, we have minimized library hours reductions (total hours were reduced 13% in FY11, and not any further in FY12). In order to do both, we have had to

reduce the services provided inside the library branches. Less programs to the public are provided by staff, less staff are available to answer the public's questions, help with homework, help customers use technology, advice customers on what to read given their needs, and all the other in-person services that library staff provide.

To the extent possible, we have made every reduction with the future in mind. When we reduced hours, we made the resulting hours more uniform, and maximized convenience where we could, like opening until 6 pm on Fridays and Saturdays, and having Sunday services the year-round. When Gaithersburg and Olney re-open, many service hours will flow back into the system. Where we reduced programming, we have used grant funding to continue to provide some programming, and we have focused staff programming on early literacy. Where we propose to change services for FY12, we have chosen three sites that have lower circulation, program use, or visits than nearby branches; or in Silver Spring's case, we have chosen a site that will receive a new library in the future. (See attached map of libraries and 3 mile service radius). We will implement a services model in these four branches that maximizes service provision with minimal staffing, and builds towards the future. A description of how a Neighborhood branch will work is provided below:

- **Neighborhood libraries staffing (\$1.2 million, \$13.5 WY)**

Neighborhood branches (Silver Spring, Chevy Chase, Twinbrook, Long Branch) – will be incubators for new methods of providing library services that are more tailored to each community, and less staff intensive. As an example, Long Branch has long been heavily used for its computer resources by job seekers, teens, and those learning English. We will have an opportunity to increase the number of computers available, and focus the collection on local demand. That same thinking will apply to the other three branches:

**Collection** – The collections will be revised to become more focused on a limited range of subjects, genres, and formats that are tailored to the community.

**Information Services** – Branch staff will provide information services on a scheduled basis, based upon customer use and staff capacity. Information services will also be provided by Virtual Services via telephone, email, or chat. The information service point in the branch will not be staffed during all open hours, as is the norm in Area and Community branches.

**Programming** - Programs will be delivered at the branch by staff from a nearby Area branch or Central Administration. The branch's capacity to support volunteer-led programs may be diminished. The Neighborhood branch staff will not provide programs.

Each Neighborhood branch will serve 46 hours per week (except for Silver Spring, which serves 50 hours per week because of its hours on Sundays) with the same service hours as FY11. The staffing complement and services budgeted for are a change from what has been provided in the past. Similar to how we implement library hours reduction, we elected to make as many positive changes as we could rather than closing branches, further reducing hours, or attempting to

provide watered down services using volunteers. At the neighborhood branches, there will be less staff at the branch to provide traditional library services in the traditional methods. But the staff that remain will be certified and experienced in providing quality library services and there will also be new technologies and methods employed to serve the customers at those branches from many places in the library system. Each Neighborhood branch's staff of 7 will be led by a Senior Librarian, have two part-time information staff, and several circulation staff (mostly part-time).

The other branches in the system will also change how they provide services. Area branches will coordinate programming for their own branches and the Neighborhood branches. Because of the further decrease in staffing, Area branches, Community branches, and Neighborhood branches will be in even more frequent communication about staffing assignments than they already are, and the need to temporarily assign staff from one branch to another will increase further. Several community branches (Davis, Potomac, and Marilyn Praisner in particular as of this writing) will have small staffing changes as a result of this budget and workload studies. The Virtual Services branch will experience more demand for its services, and Central Administration will further increase its work in coordinating staffing assignments to ensure branches can stay open, and in offering grant-funded library programming.

- **Only virtual information on Sundays (\$194,610, 5.1 WY -- reduced substitute staff)**

MCPL is in the process of reassessing how we will manage substitute staffing and service on Sundays. At the time of budget publication, the department believed that the rules of Reduction in Force would require the abolishment of all substitute information staff (who are temporary employees in the classification of Librarian I, part-time). Just prior to publication, we realized that such an abolishment would not be necessary due to the final composition of position classes to be abolished and the final status of vacant positions in the department. Therefore, we will take the opportunity to re-plan how to implement the dollar reductions to substitute staffing.

The dollar reductions are substantial: a 50% reduction to the substitute budget from FY11, representing almost 90% reduction of that resource since the 2006-7 era when substitute staffing was over \$1 million; and 40% reduction to staffing for service on Sundays. Therefore, customers will see a reduction in the number of staff able to serve them on any given day of the week at any branch, at any potential hour. However, neither hours during any day of the week, nor the number of Sundays (45 at 7 branches) will be changed.

The general service effect will be that library service desks (either circulation, information or both) will more frequently be staffed with fewer staff than the system would normally field for a given time period, resulting in longer lines; and at some points one service desk or the other may close in a branch, requiring customers to either come back later for select services or use virtual services (telephone, email, electronic chat/Instant messaging, or other technology) to receive service from another location. Customers will still be able to check out their materials, perform account functions (pay a bill, get a library card, etc.), and get answers to information questions, however, it will take them longer in some cases. As they

have been able to do for quite some time, customers will still have the option of getting services via telephone, computer, other self-service equipment.

- **Reduction to delivery services (\$87K)**

There will be little to no discernible service impact to customers as a result of the elimination of these two vacant positions. Because we do not need to make deliveries to Olney in FY12, and the delivery run for Gaithersburg Interim library is smaller than for a full-sized Gaithersburg library; we will be able to fulfill delivery needs using the three remaining merit delivery service drivers and two to three substitute staff drivers during FY12. The lower staffing level will result in occasional interruptions to delivery service when staff are sick or otherwise on leave, but we have been effectively managing FY11 services with this complement for over six months and the direct service impacts are minimal. It will be essential to increase delivery service staffing in FY13 to re-integrate larger delivery runs for Olney and Gaithersburg when they re-open.

**16. Who will provide supervision and oversight to staff at Neighborhood libraries? Who will ultimately be responsible for the performance at neighborhood libraries, including personnel issues, facility issues, development and management of the collection, efficient circulation of materials, safety and security of the building, relationships with the community and customer services experience?**

A Senior Librarian will manage each Neighborhood branch, which will have approximately 6 - 8 staff. This is a similar arrangement in place at other small library branches, including Poolesville, Gaithersburg Interim branch, the Correctional Facility library, and Library Cataloging and Processing. They are directly responsible for the day-to-day operations of their branch and all the issues discussed in your question above. The Senior Librarian will report to the Public Services Administrator for Branch Operations, who is responsible for overall performance of all library branches.

Ultimately, as with any department in County Government, the Director is responsible for the performance of the entire system with respect to the items in your question. As we do today, other elements of Central Administration are also involved in these issues at the system level, and communicate and collaborate regularly with individual branches to accomplish work. As an example, in the development and management of the library collection, a collaborative relationship exists between each branch and Central Administration, and each branch has some level of uniqueness in its collection offerings. In the case of the Neighborhood branches, the aim is to further strengthen that collaboration, and increase the tailoring of those four branch collections to specific neighborhood needs.

**17. How many disruptive behavior incidents occurred at Neighborhood libraries in FY10 and FY11 to date?**

**FY10**

LB----- 8  
 SS ----- 3  
 TW ----- 7  
 CC ----- 0

**FY 11**

LB----- 5  
 SS ----- 6  
 TW ----- 0  
 CC ----- 0

**18. What is FY12 recommended funding for the Literacy Council contract? Please provide an update on Literacy Council activities.**

The FY12 amount is \$111,390; the same as FY11. Literacy Council will provide an update on activities.

**Revenues**

**19. How much in fees has been collected to date for holds not picked up?**

We have not reached implementation of the fee yet. We hope to do so within the fiscal year, but the technical components required to administer the fee took us longer than we anticipated, and were only recently completed; and we are now in the process of getting the training, communication, and physical (cash register configuration) elements of the project underway.

**20. What merchandise does the library sell to generate revenue?**

We do not sell merchandise for the purpose of generating revenue. We sell two items to facilitate use of library services: plastic bags (to carry library books) and headphones (to listen to media content). We buy modest items and charge modest prices (\$0.50 for bags, \$1 for headphones). Managing these items can be a drain on staff efficiency, and we have currently stopped selling them to re-evaluate the product (plastic bags, in light of the pending legislation) and the need (headphones).

**21. What do the "Library Other Fees" and "Miscellaneous" revenue categories entail?**

Library Other Fees include small fees that we currently don't ring up specifically: Interlibrary Loan fees charged by the lending institution (there are occasions when the lending institution charges a fee to lend the book, and we pass that fee on to the customer), and Fees for library privileges for out-of-state residents (\$10). On occasion, the other key is also used during establishment of new revenues, when a staff member is uncertain which register key to use, or transition if a fee is changed.

Miscellaneous revenue is a technical category used by the Department of Finance on occasion. In our case, this revenue code is used when State library aid payments for one fiscal year are made by the State after the County's cutoff for closing the revenue books for the applicable year.

**Other****22. Please provide detail on the annualization of FY11 operating expenses.**

See question 23.

**23. What are the annual costs to maintain the following contracts: SIRSI software and hardware contracts, book sorting services, and self-charge machines?**

Annualization of FY11 operating expenses related to the FY12 projected contract expenditures for the following contracts:

- Other Software/Hardware contracts (digital signage system Rockville Library, Library Microform Reader/Printers, Library usage statistics reporting software, Assistive devices hardware, library event booking software, Libguides and other library internet site software,
- Other software/hardware maintenance) - \$26,181
- Sirsi (Integrated Library System) – \$119,800
- Book Sorting - \$56,200
- Self Charge Machines - \$19,500 for 33 devices
- Public Printing, Copying - \$176,000

**24. What does the help desk-side support item for \$14,540 entail?**

Due to the seat management contract reduction in the Desktop Computer Modernization NDA, departments will incur incident fees for several services previously provided under the contract. These services include: computer moves; adds and changes; installation of replacement and loaner personal computers; break-fix support for non-warranty systems; and desk-side support visits. The increase for each department is based on actual incident expenditures in FY10.

	A	B	C	D	E	F	G	H	I
1	<b>Data Measures of Library Use</b>								
2									
3	<b>Public Services: Visits and Users</b>			<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11 (Thru. Feb.)</b>
4	Total registered borrowers			568,000	579,846	654,822	722,026	631,623	tbd
5	Number of Library Visits			6,250,620	6,156,340	9,361,411	9,652,196	8,671,615	3,601,505
6	Number of unique website visits			N/A	N/A	1,796,210	3,207,677	3,472,400	tbd
7									
8	<b>Library Programs: By Age Groups</b>			<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11 (Thru. Feb.)</b>
9	<i>** Pre-School Story Times are led by Librarians in branches, almost all other programming as of FY10 is now led by volunteers</i>								
10	<i>or by paid performers managed by Central Administration via a grant from the Friends of the Library, Montgomery County Inc.</i>								
11	Library Programs for Adults			2,975	2,881	3,914	2,728	3,045	1,567
12	Library Programs for Teens (through FY10)			N/A	N/A	434	185	97	0
13	Library Programs for School Aged Children			690	649	729	694	341	140
14	Library Programs for Families (new category)								373
15	Pre-School Early Literacy Storytimes**			2,071	1,779	1,912	1,340	1,060	378
16	Total Library Programs			<u>5,736</u>	<u>5,309</u>	<u>6,989</u>	<u>4,947</u>	<u>4,543</u>	<u>2,458</u>
17	<b>Library Program Attendance: By Age Groups</b>								
18	Adult Program attendance			25,178	58,995	79,009	27,894	22,904	11,699
19	Teen Program attendance (through FY10)			4,983	4,507	8,499	4,610	1,860	0
20	Children's Program attendance			51,463	46,158	44,640	38,101	10,371	2,171
21	Preschool Program attendance			66,722	59,867	71,408	46,794	39,390	13,211
22	Library Programs for Families (new category)								21,825
23	Total Program attendance			<u>148,346</u>	<u>169,527</u>	<u>203,556</u>	<u>117,399</u>	<u>74,525</u>	<u>48,906</u>
24									
25	<b>Summer Reading Program</b>			<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11 (to-date)</b>
26	Children registered - under 5 yrs			N/A	N/A	7,602	5,999	0	tbd
27	Children registered - 6 and up			N/A	N/A	17,700	14,364	0	tbd
28	Teens registered - Express Yourself			N/A	N/A	3,674	2,483	0	tbd
29	Summer Reading program: Total # of Registrations			N/A	N/A	28,976	22,846	0	tbd
30									
31	Total # of Preschool programs/attendance			N/A	N/A	113/3798	90/4517	0	tbd
32	Total # of elementary programs/attendance			N/A	N/A	137/7453	91/7285	0	tbd
33	Total # of all family programs/attendance			N/A	N/A	83/5535	76/7337	0	tbd
34	Totals - programs/attendance			N/A	N/A	333/16,786	257/19,139	0	tbd
35									

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	A	B	C	D	E	F	G	H	I
36	Teen attendance #			N/A	N/A	1,833	1,002	0	tbd
37	Teen programs #			N/A	N/A	146	62	0	tbd
38									
39									
40	<b>Reference and Informational Transactions</b>			<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11 (Thru. Mar.)</b>
41	Number of Reference Transactions by Adults			472,371	399,047	447,846	1,192,914	823,370	tbd
42	Number of Reference Transactions by Children			179,198	133,999	162,492	385,786	271,210	tbd
43	Total Number of Reference Transactions			651,569	533,046	610,338	1,578,700	1,094,580	tbd
44	Qwidget Instant Messaging			N/A	N/A	N/A	4,576	1,240	1,527
45	Chat			N/A	N/A	N/A	3,494	4,144	2,181
46	Total number of Reference, IM and Chat			651,569	533,046	610,338	1,586,770	1,099,964	tbd
47									
48	<b>LIBRARY COLLECTIONS</b>			<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11 (Thru. Feb.)</b>
49	Total Collection Expenditures			5,266,602	\$5,297,680	\$6,114,500	\$5,185,000	\$3,564,174	1,377,119
50	Materials expenditures per capita			\$5.53	\$5.75	\$6.59	\$5.56	\$3.83	tbd
51									
52	Total Circulation			11,392,709	11,790,783	11,451,481	11,836,563	12,105,851	6,895,481
53									
54	<b>TECHNOLOGY</b>			<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11 (Thru. Feb.)</b>
55	<b>Access and Use</b>								
56	Number of public Internet computers			452	477	477	472	472	422
57	Users of public Internet computers			868,296	911,011	995,963	1,075,166	985,780	516,927

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Statement of Art Brodsky  
Chairman, Montgomery County Library Board  
Montgomery County Council Hearing on FY 2012 Budget  
April 6, 2011

President Ervin and members of the Council,

I'm Art Brodsky, chairman of the Montgomery County Library Board. Thank you for the opportunity to spend a couple of minutes with you tonight.

Over the past few months, we have heard from decision-makers that they have not heard from us. We want to remedy that tonight. Our message to you on the 60<sup>th</sup> anniversary of the Montgomery County Public Libraries is simple: Libraries Matter. No More Cuts. This is what Fairfax County has done this year. (Details here: [http://www.fairfaxcounty.gov/dmb/fy2012/advertised/volume1/parks\\_pa.pdf](http://www.fairfaxcounty.gov/dmb/fy2012/advertised/volume1/parks_pa.pdf)) Thousands of people have delivered their own messages via postcards, telling you why libraries are important to them. I hope you will read some of them.

Tonight, you will hear more about libraries. Ann Dorough, the president of the Friends of the Library, will speak on the next panel about the hard numbers which show libraries are a good investment for Montgomery County.

Tonight, I want to put a face on those numbers, so let me tell you about my visit last Saturday to the Gilchrist Center, which is now located in Wheaton Library. I spoke with people in language and citizenship classes, and asked one of the staff to help me speak with another group -- the ones taking a beginning English class. I wanted to learn how they use the library.

Those in the classes were of all ages from around the world. They value the library for the books, which they use to learn English. Others used the resources for research, even if they didn't know the word. Still others don't have computers at home, much less the Internet, so they come to the library. Some come to do homework, because the library is a quiet, safe place. Others value the childrens programs, which help the youngest to learn English and to read.

You can go into any library and talk with people who will tell you the same thing. Education in Montgomery County starts with the libraries, whether for the youngest children or those who come here later in life. If we expect to be competitive in the 21<sup>st</sup> century, we can't wait until the Board of Education encounters students. The library, and early reading, comes first, and studies show library users turn into above-average readers.

The people I saw in that Gilchrist classroom, and those who listened in from outside the door, are the answer to the argument that we can't afford to keep up our libraries because they don't deal with life or death. Libraries most certainly deal with the quality of life that a person will lead, serving two-thirds of the county's population on about one-tenth of the Health and Human Services budget. So if you are concerned with the public health and well-being, libraries should be on your list of priorities just as clinics or other services are.

Brodsky/2

We hear that libraries are not necessary in the age of the Internet. Again, the people I spoke with disprove that. To them, libraries are more than books – they are quiet, safe places for study. While the libraries are doing the best they can to provide digital services, they cannot forsake the traditional services, including the research guidance that the trained staff provides.

This piece of paper, which I hope you all recognize, is a hold slip that goes on a book requested by a library user. Notice it is used on both sides. The libraries are doing all they can with what little is left to them, with cuts far more severe than to other departments. It's time to stop the bleeding. Libraries Matter. No More Cuts.

**TESTIMONY OF ANN DOROUGH, PRESIDENT,  
FRIENDS OF THE LIBRARY, MONTGOMERY COUNTY  
BEFORE THE MONTGOMERY COUNTY COUNCIL  
April 6, 2011**

Thank you, President Ervin and Council Members, for this opportunity to speak in support of our libraries. My name is Ann Dorough. I live in District 1 and am President of Friends of the Library, Montgomery County.

Let's talk about cold, hard cash. Libraries are actually helping to solve your budget problems, not add to them.

What taxpayers spend on libraries comes back to the economy, and pays a dividend. This growth comes not only from direct spending by libraries on books, salaries, physical plant and equipment, but more importantly, on the indirect economic contributions that result when people and businesses use libraries. Not only do patrons use the libraries to get back to work, but business, economic and demographic information; and a third used libraries for marketing and product development information.

Many studies from around the country have examined the return on investment for library spending:

- A South Carolina study found in 2005, that every dollar spent by taxpayers on libraries generated \$4.48 in economic benefit. Nearly half of survey respondents added that they felt libraries increased their property values and attracted patronage to local businesses.
- In 2010, in North Carolina, the direct economic benefit was \$4.61 per dollar invested. The indirect economic impact was \$6.03 per dollar invested.
- In Wisconsin, in 2008, the total ROI was \$4.06 per dollar invested.
- In Denver, Colorado, in 2006, it was \$4.96.
- In Vermont in 2006, it was \$7.26.

This multiplier effect could be increasing. The State of Florida studied this issue twice, and they found that the statewide return on investment went up from \$6.54 in 2004 to \$8.32 per dollar spent in 2008.

Preserving full funding for libraries is an economic imperative. Libraries put people back to work and help them get better jobs. Libraries attract good businesses to the area, and they attract foot traffic to businesses. In Montgomery County we have seen this in Rockville and Germantown, as businesses are eager to locate near libraries, to the point where new libraries have become the anchors of town centers.

I encourage you to weigh these benefits when you look at the Montgomery County Public Libraries already-greatly reduced levels of funding. All of these public goods are additional and valuable contributions to the economy of Montgomery County.

Libraries matter. No more cuts.

SOURCES:

COLORADO: 2006, Denver Public Library Return on Investment Study, Library Research Service, a unit of the Colorado State Library and Colorado Department of Education.

FLORIDA: 2004 and 2008: Florida State Division of Library and Information Services.

NORTH CAROLINA: University of North Carolina and the Charlotte Charlotte Urban Institute study, 2010.

SOUTH CAROLINA, 2005, School of Library and Information Science, University of South Carolina in collaboration with the South Carolina Association of Public Library Administrators and the South Carolina State Library.

VERMONT, 2006-2007, Analysis of Vermont Public Library Statistics

WISCONSIN, May, 2008 NorthStar Economics, Inc. study: "The Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin"

VY

Remarks by Jill Brantley, Wheaton LAC, April 5, 2011

Drawing on information from the Wheaton Library Advisory Committee, I want to focus on the vital role the library plays in **assisting** in the County's efforts to maintain a safety net, to cope in a bad economy. This focus is necessary because unlike NCAA basketball in which a running total is kept on assists, "library assists," while vital to victory, may get lost in the statistical record. I want to point to four major assists that the library needs to be credited for and the County as it grapples with its budget needs to think about how to maintain.

In thinking about the library's role in terms of "assists," of making the play that sets up the goal, we are acknowledging the now-centuries old tradition in which the library delivers its help by assisting the individual in teaching himself to fish. People come to the library—and 655,000 of the county's 900,000 residents have library cards and an average day sees 21,000 library visits in the County (statistics from "October 5, 2010 Library Snapshot Day" attached)—people come to the library because since before the founding of the country, the public library has been known as a place of hope and help. That reputation gives the County enormous bang for the buck: people go to the library to find help without the County having to spend a dollar on advertising.

**The library assists people in bridging the digital divide** —a divide which is growing rather than lessening because more and more essential information is being put online, more and more job applications have to be made online, the IRS is no longer mailing tax booklets, etc. Any morning at any branch of the MCPL system, one sees people lined up waiting for the library to open so they can access the public computers. There is no other place in the County that offers such a service and has staff available to help with problems.

**The library assists in economic integration, it is the place in the county where people can most easily come together across class lines.** Economic integration is increasingly singled out in education circles as key to raising achievement levels for lower-income students. And while for the schools, economic integration is a hypothesis being tested, at Wheaton and other libraries, it is a positive fact of life. Visit the Wheaton children's story hour for toddlers and up on Wednesdays at 10:30 with a repeat at 11:15 and see economic integration in action. But that integration depends on the library having materials available for its total range of clientele from the affluent to the struggling.

**The library assists people in finding employment, starting or expanding businesses.** On any given day, Wheaton librarians assist job seekers with limited English making phone calls to connect these individuals to services like Montgomery Works which may lead to employment. An October 5 Library Snapshot recorded 96 workforce assistance transactions—one every five minutes.

**But the assistance that most moves me is the way people use the library to cope with strained housing arrangements occasioned by the economic downturn.** People come to Wheaton Library because they find there the civic equivalent of what Ernest Hemingway described as "a clean, well-lighted place." Sharing crowded housing space, people use Wheaton library as a place to think and study and plan. I am recalling a man I see there frequently in the evening, studying English as a second language, using a CASA employment exchange flyer as his bookmark. The library is the place where one's own positive projects receive the strongest reinforcement possible—the presence of other people engaged in similar endeavors.

But right now we are at a crucial tipping point. If the library is to continue its "assists," it needs your help and action now.

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Testimony  
Public Hearing on Operating Budget  
April 6, 2011

Kathlin Smith  
Chair, Silver Spring Library Advisory Committee

If the nearly 10 percent cut proposed for the Library Department passes, it means that over three years, the department will have lost 40% of its budget. You can't make cuts of that size without seriously compromising this system of public service.

I'd like to focus on what these cuts would mean for the area I represent: Silver Spring. To save money, four of the county's 20 branches have been designated "neighborhood" libraries, which means they get the least resources. Specifically they would:

- Lose their managers, and senior librarians will be tasked with overseeing each branch.
- Lose their information desks. Patrons will be steered toward a virtual reference service.
- "Revise" their collections to focus on "popular materials, with a limited selection of other topics of most interest to the neighborhood."

As you will see from the map that follows, three of these four "neighborhood" libraries (shown with pink markers) are, indeed, neighbors. They are Silver Spring and its two closest branches, Chevy Chase and Long Branch.

Silver Spring and Long Branch users will have to go farthest to be served by either a community or area library, yet the communities they serve are among the most densely populated and diverse. The downtown population is exploding.

Silver Spring's circulation and foot traffic puts it on par with larger libraries. Even the budget proposal acknowledges this.<sup>1</sup> The library ranks fifth among all branches in issuing new library cards. The proposed cuts simply do not make sense.

If the cuts are approved, Silver Spring, will lose both the manager and assistant manager, and will go from 8 full-time equivalent (FTE) staff to 5 FTEs.

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<sup>1</sup> "Neighborhood branches are situated near larger, full-service branches, and except for Silver Spring, perform lower than others in one or more of the following areas – circulation, foot traffic and program attendance."

The proposal to have just one senior librarian, one library assistant, and three FTE staff serve Silver Spring's large and diverse patron base seems unworkable in any scenario. But add to this the other daily demands: ensuring that copiers, printers, and computers are working; dealing with emergencies caused by an aging building; and responding to security issues that are not uncommon in an urban public space. And who will provide input on plans for the new library, slated to open in 2014?

Libraries are necessary for the future economic health of the county. They provide the tools needed for significant populations to improve their lives. The proposed cuts will be disastrous for Silver Spring Library and its users, and for anyone who uses our libraries systemwide.

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TESTIMONY OF LEE FARBER,  
CO-CHAIR, CHEVY CHASE LIBRARY ADVISORY COMMITTEE

Good evening. My name is Lee Farber and I am a resident of Chevy Chase.

I received my first public library card in 1929, the year of the really GREAT Depression, and I have proudly carried a library card since. My parents were immigrants to this country and they understood the importance of education, books, and learning toward fulfillment of the American dream for themselves and their children.

Many years later, as a language arts teacher and reading specialist, I tried to spark that same love and appreciation for libraries in the hearts and minds of the thousands of students that filled my classrooms. Often, the library was an extension of my classroom as do many teachers today.

Now, as an octogenarian, I understand fully the economic downturn and the budgetary crisis you are dealing with. I recognize that libraries are not considered essential by governmental standards. But they are ESSENTIAL to the poor and middle class of all ages who struggle each day to make ends meet. They are ESSENTIAL to the senior population who are seeing their incomes shrink and their expenses go up. They are ESSENTIAL to our foreign residents in pursuit of literacy and success just as my parents so long ago.

Libraries are ESSENTIAL Hallmarks of a democratic, civilized society at a time when the United States is trying to help establish those principles abroad. And they are ESSENTIAL to the very soul (spelled S O U L) in all of us.

The cuts you have made to the library system and propose doing this year, constitute a pathway to dismantling the libraries that serve our communities and neighborhoods so outstandingly. I urge you to re-think this position.

On behalf of the Chevy Chase Library Advisory Committee and the Friends of the Library, Chevy Chase Chapter, I wish to remind you that LIBRARIES DO MATTER--- NO FURTHER CUTS!!!

Thank you for listening.

March 12, 2011

**An Open Letter to County Executive Ike Leggett and the  
County Council:**

We, the staff of Montgomery County Public Libraries (MCPL) are deeply concerned about the continued impact of the County's declining financial resources on the quality of services and quantity of materials provided by MCPL.

During the past several years MCPL has endured more budget cuts than any other County service, given its significant contributions – educationally, culturally and socially – to Montgomery County residents. **The Department of Public Libraries was cut 24% this year to \$28,887,180.** Just three years ago MCPL's budget was \$40,466,660.

700,000 residents have library cards (and more come in everyday). There are 21 libraries serving the County with just 352 staff. MCPL provides a nationally praised service on less than 1% of the total County budget.

Over the last two years we have seen a dramatic increase in the number of residents using our libraries to find jobs, work on resumes and access the internet. Cutting the hours and staff has resulted in fewer people being helped in this manner. If you continue to make these cuts, this will lead to a decline in County tax revenues as people who are unemployed will not be able to use the libraries' abundant resources to find work and become contributing members of Montgomery County.

Libraries are a big part of the educational system of this County, functioning on a miniscule budget. The County cannot continue to prosper without the educational growth of our residents.

We library employees are conscientious, hard working, public service minded individuals. We have dedicated our careers to "offering 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."

This is our mission. Without adequate financial resources we cannot accomplish these worthy goals.

You have heard from our concerned customers. You have heard from our "Friends of the Library". You have heard from MCGEO. Our question to you is: Are you going to restore some of the cuts you have made to our budget, or at least hold us harmless for this upcoming budget cycle?

We are not only dedicated staff, we are also voters, and we are paying attention to the decisions that you make.

# Montgomery County Public Libraries Performance Review

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B. Parker Hamilton, Director  
October 19<sup>th</sup>, 2010

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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)

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# 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

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# 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

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# 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

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## 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**

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Source: IMLS Library Statistics Site

## 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

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## 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.

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Source: IMLS Library Statistics Site

## 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

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## 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%

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Source: IMLS Library Statistics Site

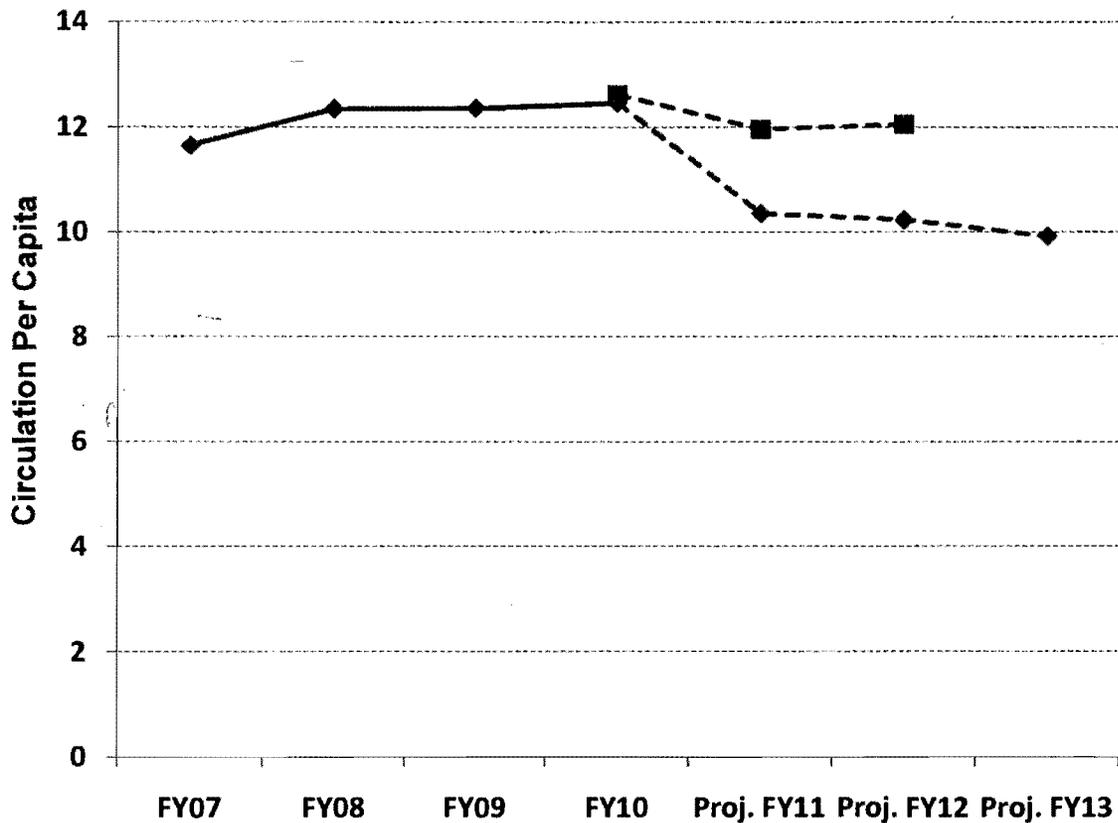
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## Headline Measures

1. Circulation Per Capita
2. Visits Per Capita
3. Cost Per Circulation
4. Customer Satisfaction
5. Impact of Library Services On Community



# 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	

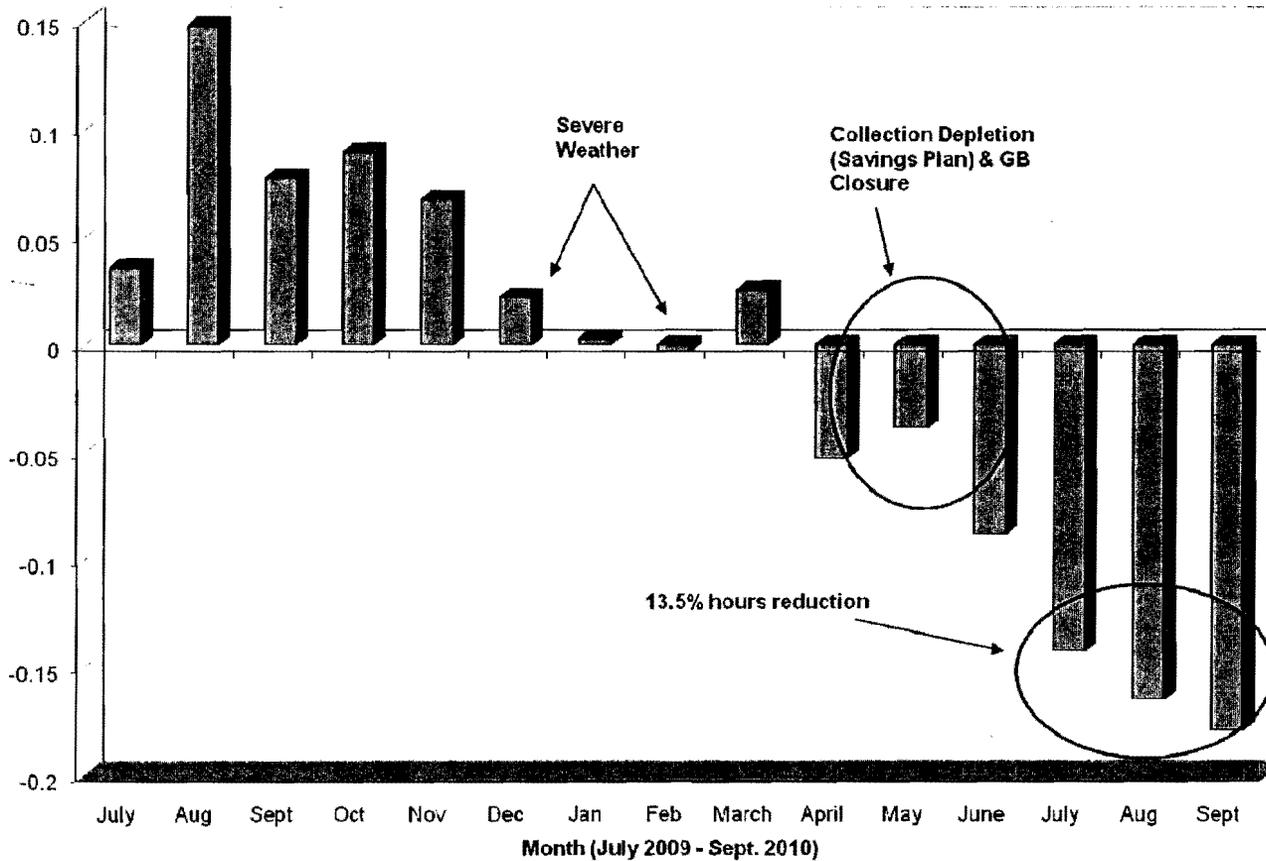
\* Projected

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.

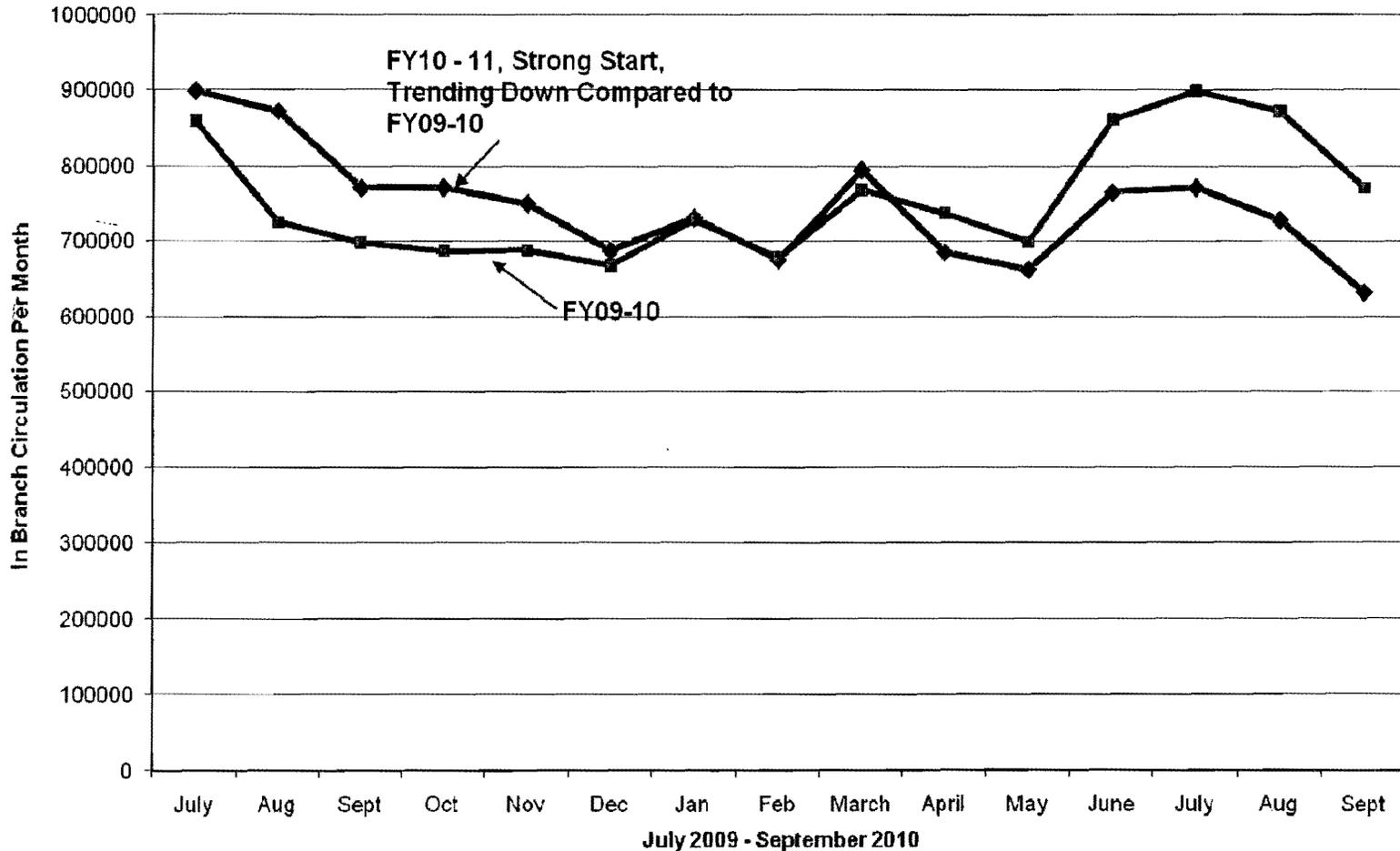
49



Source: MCPL Analysis

# Circulation Per Capita: Recent Observations

FY10-11 In Branch Circulation Per Month Versus FY09-10

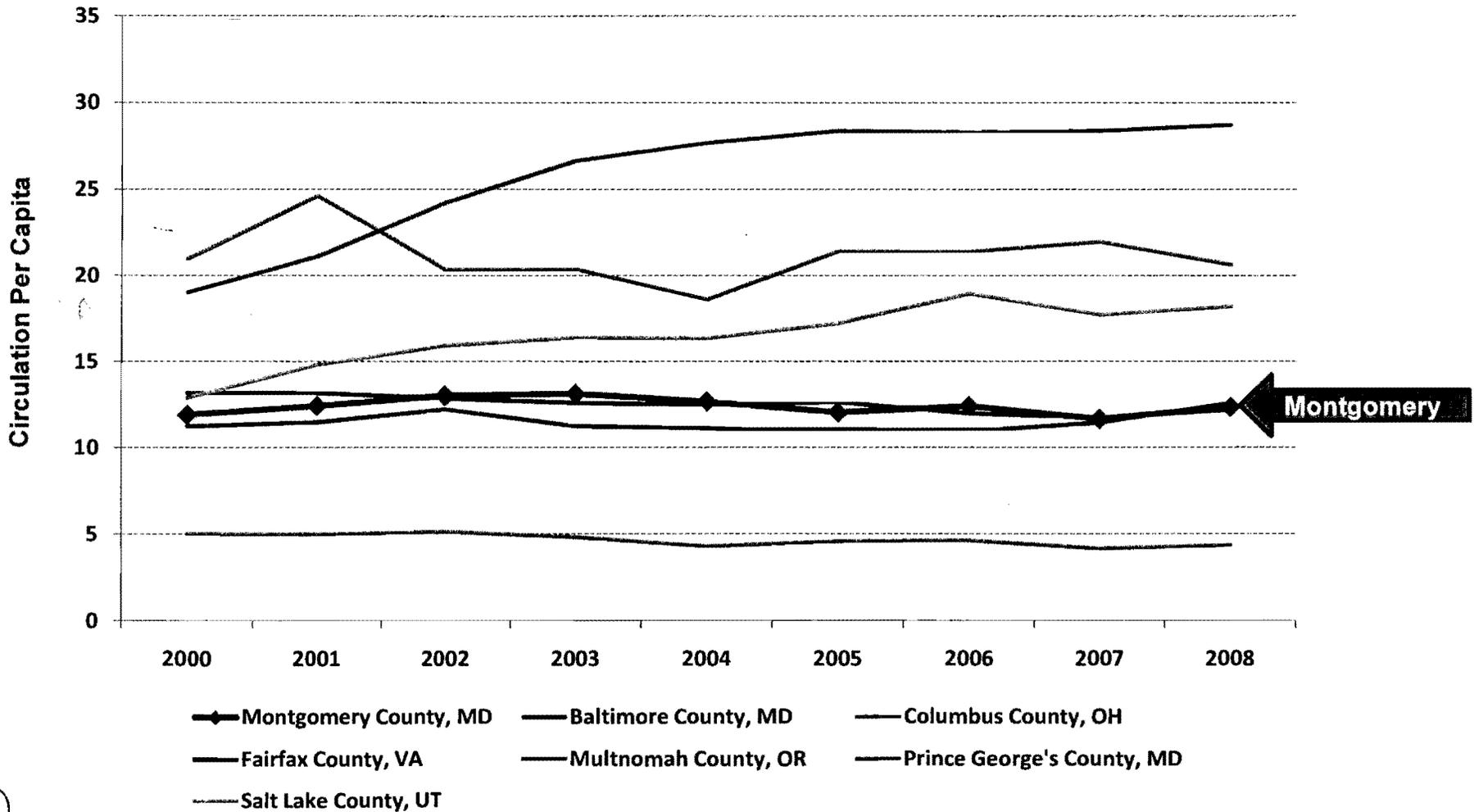


50



Source: MCPL Analysis

# IMLS Circulation per Capita Benchmark Data



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Source: IMLS Library Statistics Site

# IMLS Circulation per Capita Benchmark Data

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

**Recent Figures:  
Montgomery  
County**

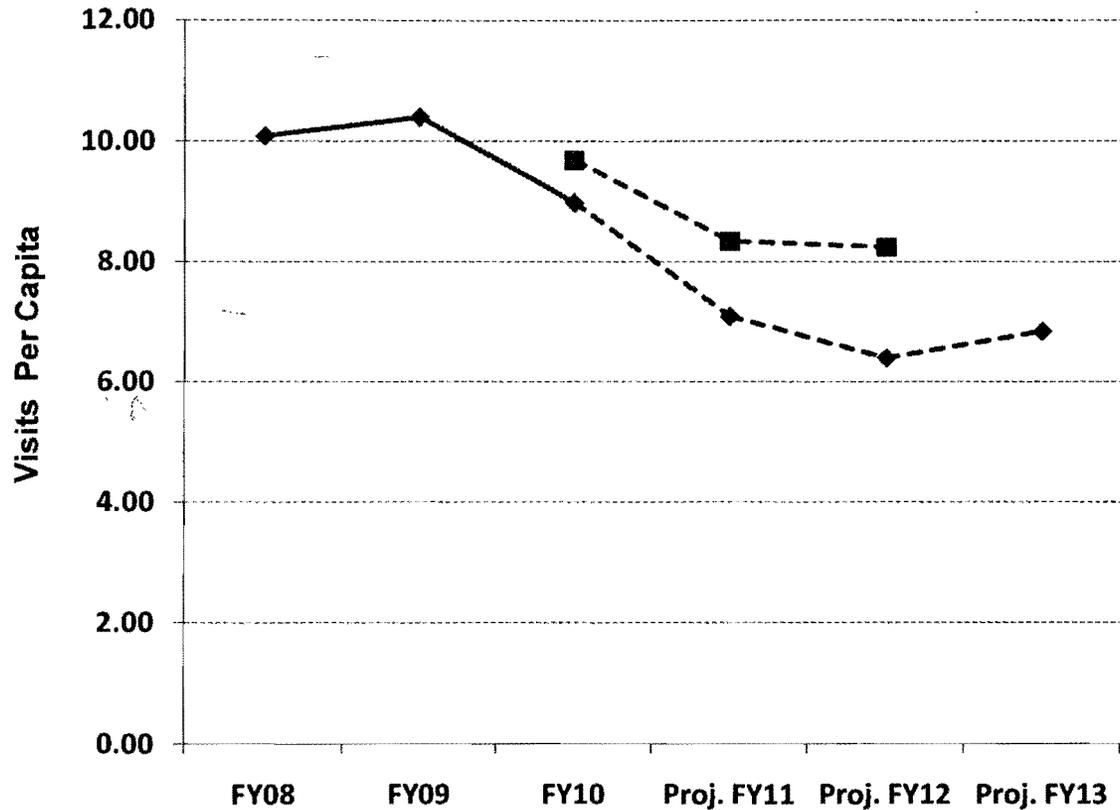
2008	2009	2010
12.35	12.7	12.5

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Source: IMLS Library Statistics Site

# Headline Measure 2: Visits Per Capita



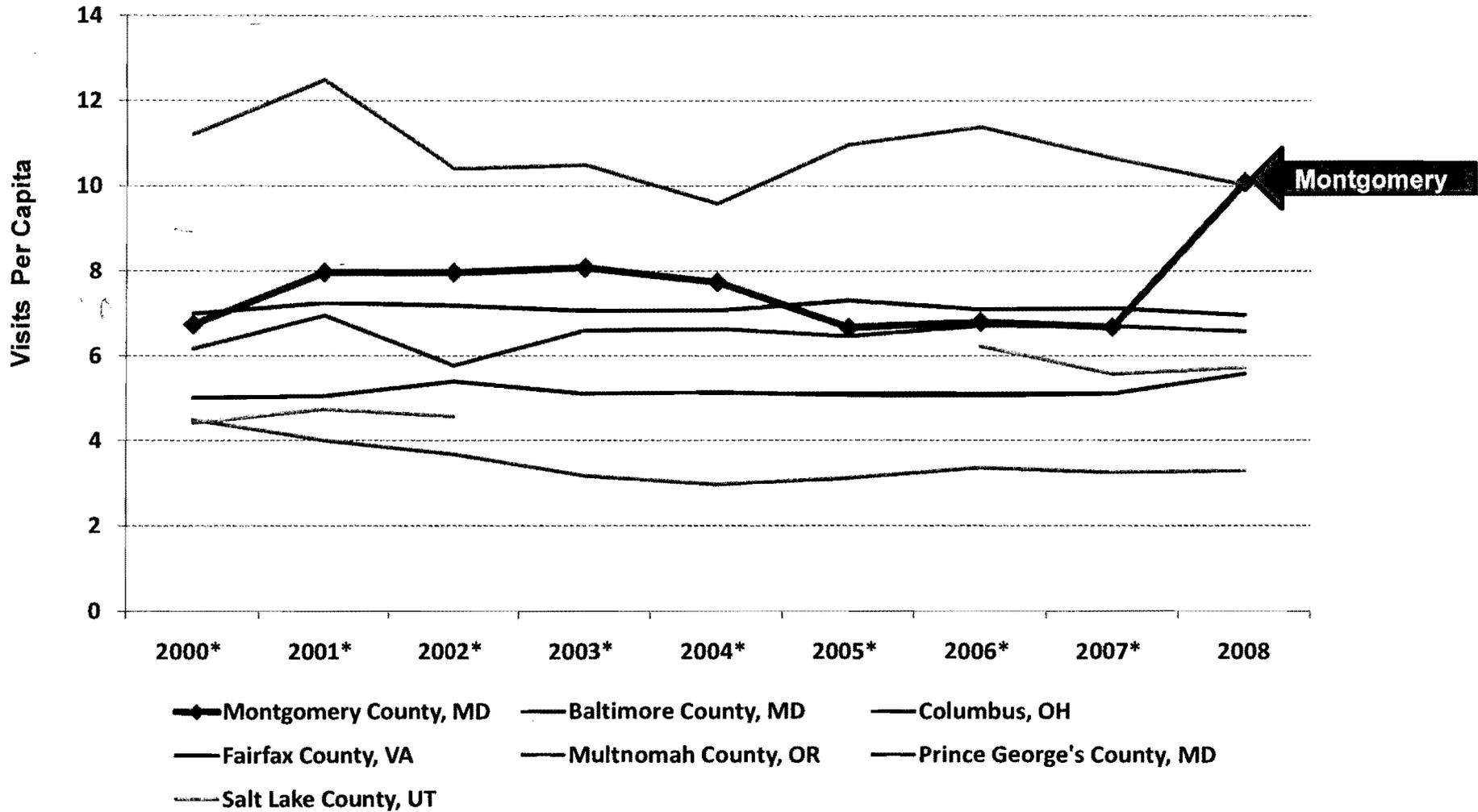
Visits per Capita		
FY08	10.09	
FY09	10.4	
FY10	8.98	
	Previous Projections	Current Projections
FY10*	9.68	N/A
FY11*	8.34	7.09
FY12*	8.24	6.40
FY13*	N/A	6.84

**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



## IMLS Visits per Capita Benchmark Data

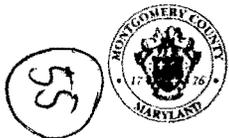
	2000*	2001*	2002*	2003*	2004*	2005*	2006*	2007*	2008	2007 Rank	2008 Rank
<b>Montgomery County, MD</b>	6.74	7.97	7.97	8.08	7.74	6.67	6.8	6.68	10.09	3-T	1
<b>Baltimore County, MD</b>	7	7.25	7.19	7.07	7.07	7.31	7.1	7.13	6.97	2	3
<b>Columbus, OH</b>	11.21	12.49	10.4	10.49	9.58	10.97	11.38	10.65	10.03	1	2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

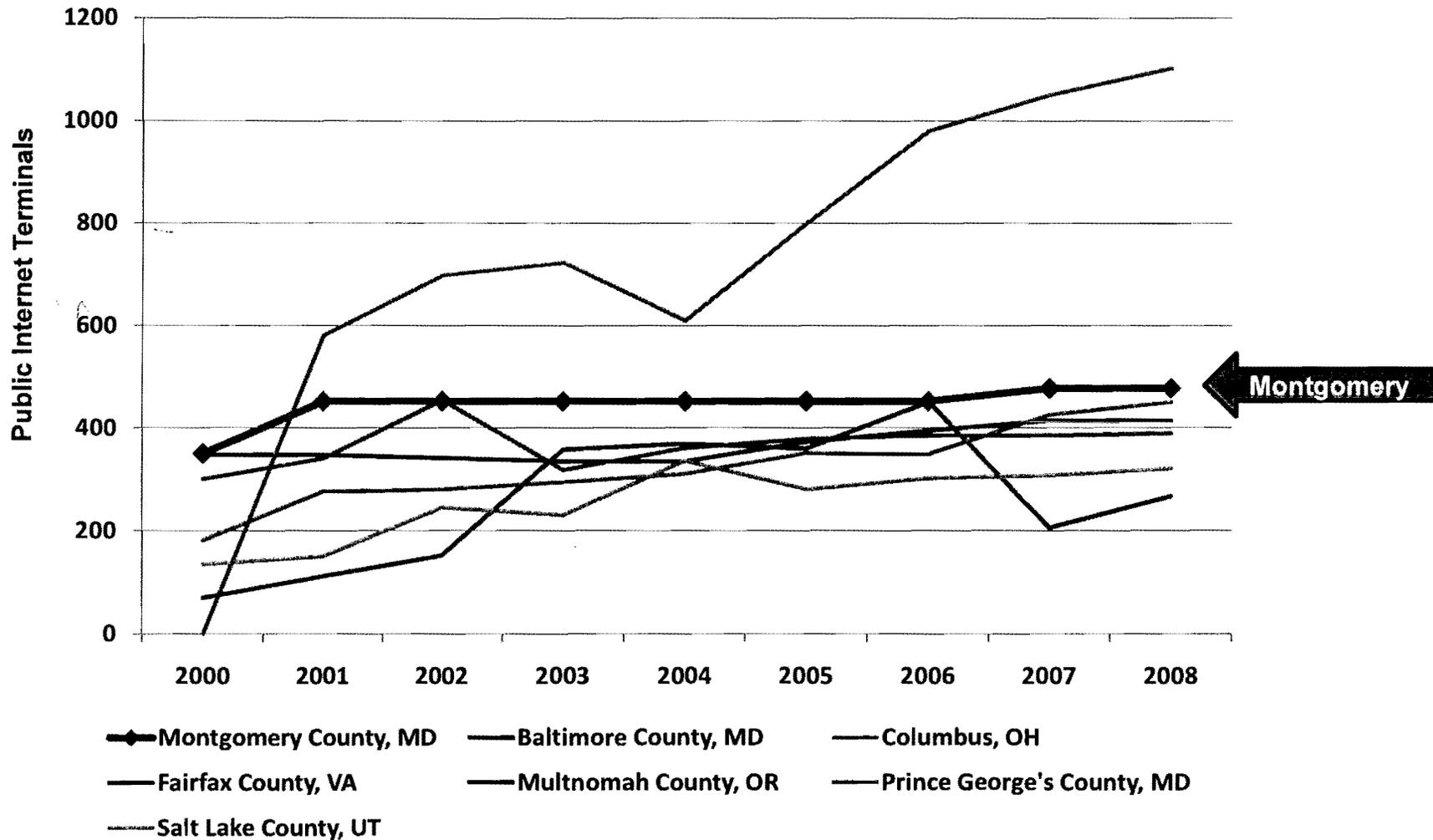
**Recent Figures:  
Montgomery  
County**

2008	2009	2010
10.09	10.4	8.98

Source: IMLS Library Statistics Site



# IMLS Availability of Public Internet Terminals Benchmark Data



Source: IMLS Library Statistics Site



# 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
<b>Montgomery County, MD</b>	350	452	452	452	452	452	452	477	477	2	2
<b>Baltimore County, MD</b>	347	347	341	334	334	372	394	414	414	4	4
<b>Columbus, OH</b>	N/A	580	698	723	609	800	980	1050	1,102	1	1
<b>Fairfax County, VA</b>	70	112	152	357	369	359	450	205	266	7	7
<b>Multnomah County, OR</b>	300	340	454	317	360	378	385	385	389	5	5
<b>Prince George's County, MD</b>	181	276	280	294	310	350	348	425	450	3	3
<b>Salt Lake County, UT</b>	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



# IMLS Users of Public Internet Computers Benchmark Data

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

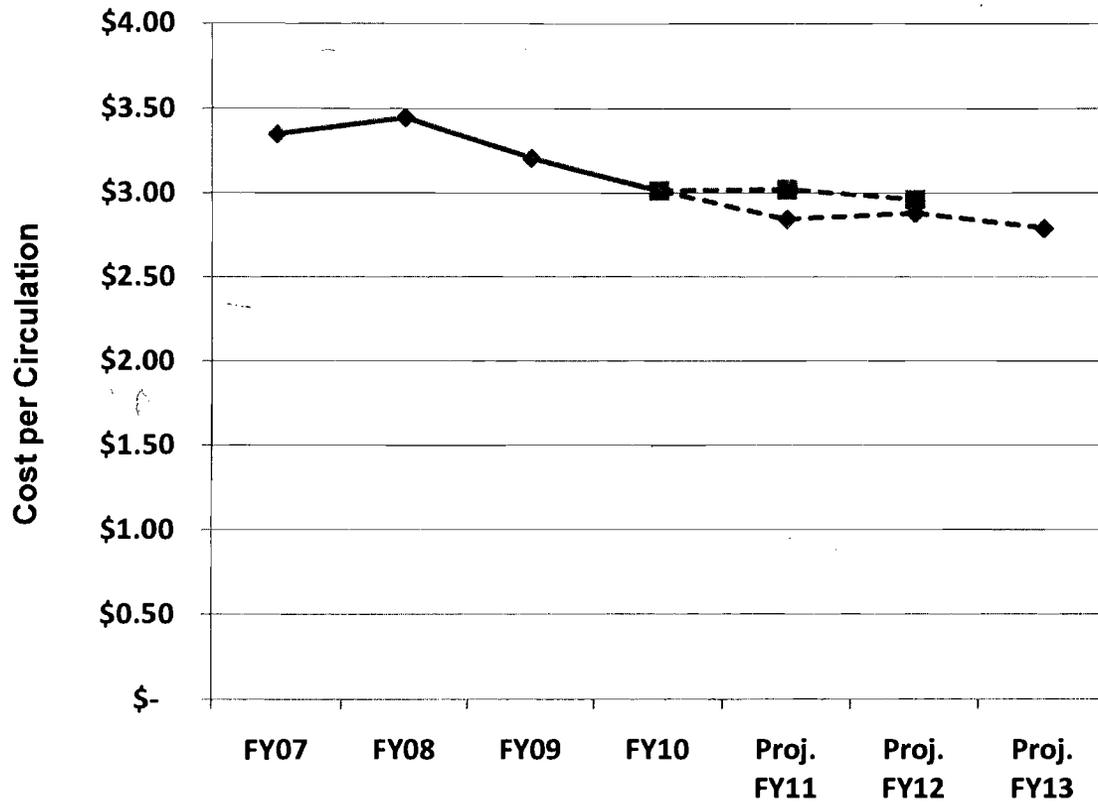
**Recent Figures:  
Montgomery  
County**

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

Source: IMLS Library Statistics Site



# Headline Measure 3: Cost Per Circulation



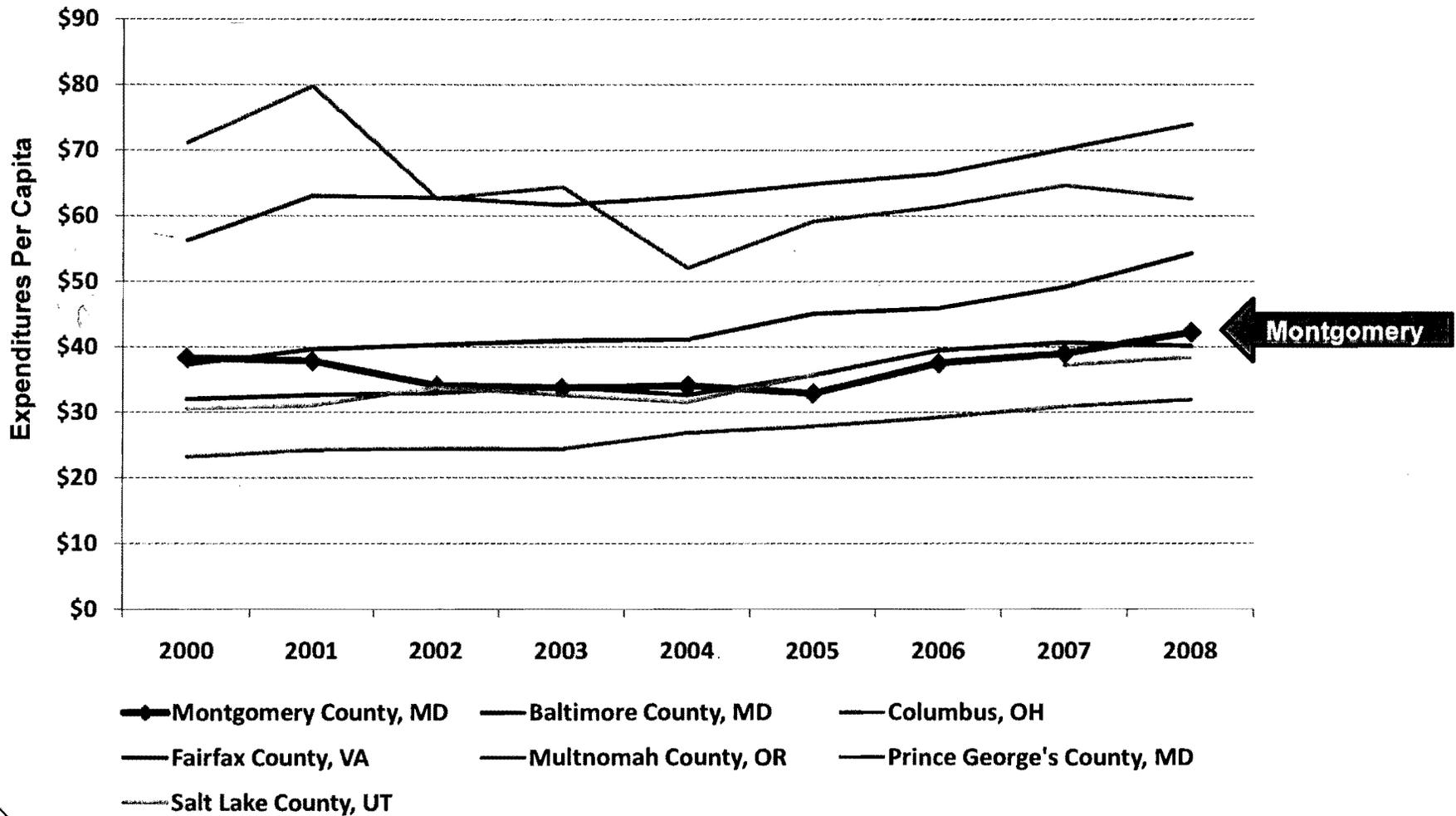
		Cost per Circulation	
FY07		\$3.35	
FY08		\$3.45	
FY09		\$3.20	
FY10		\$3.01	
		Previous Projections	Current Projections
FY10*		\$3.01	N/A
FY11*		\$3.02	\$2.84
FY12*		\$2.96	\$2.88
FY13*		N/A	\$2.79

\* 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



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Source: IMLS Library Statistics Site

# 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



# 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.

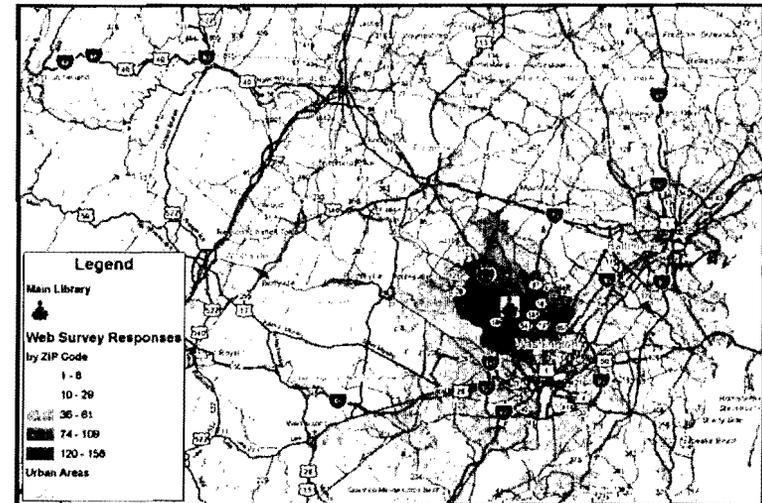


# Overview of US Impact Study Findings

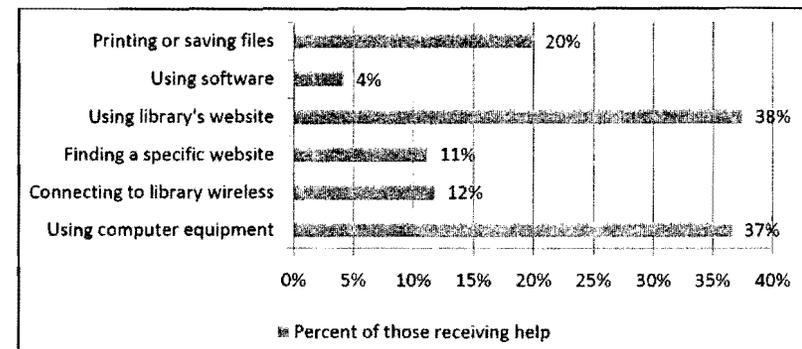
- Study findings are based on responses from 2662 patrons of the Montgomery County Public Libraries

- 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



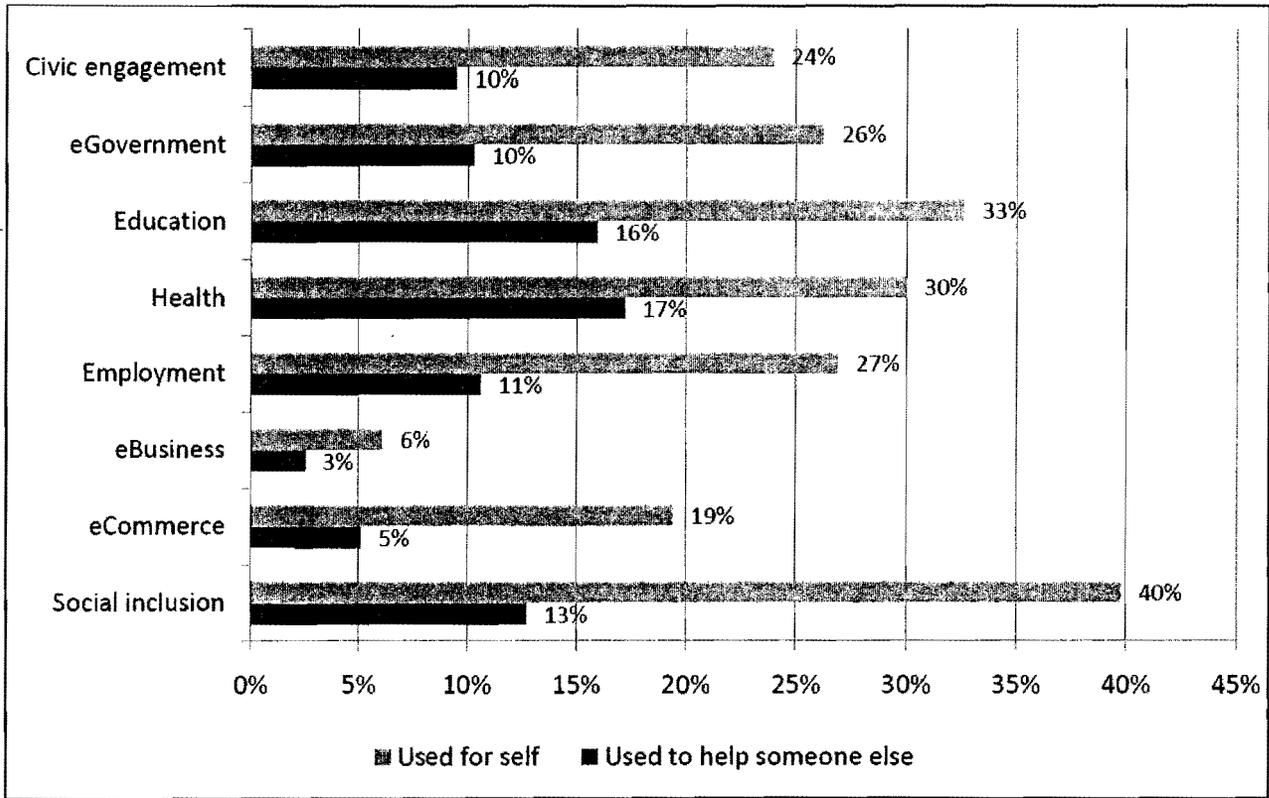
Library Technology Assistance by Type



Source: U.S. IMPACT Study Feb. 2010

# 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

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**



# 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
<b>Average Tax Burden of the library budget per Household</b>	<b>\$</b>	<b>79.70</b>
<b>Average Tax Burden of library budget per resident</b>	<b>\$</b>	<b>29.87</b>
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
<b>Avg. Savings from Library Borrowing per person per year (per capita circulation times average material value)</b>	<b>\$</b>	<b>194.17</b>
Average Household savings (gross) of borrowing library materials	\$	518.13
<b>Average household saves a net of \$520.63 per year after paying for the services.</b>	<b>\$</b>	<b>438.43</b>
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
<b>Return on Investment (for just materials borrowing)</b>	<b>\$</b>	<b>6.50</b>
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

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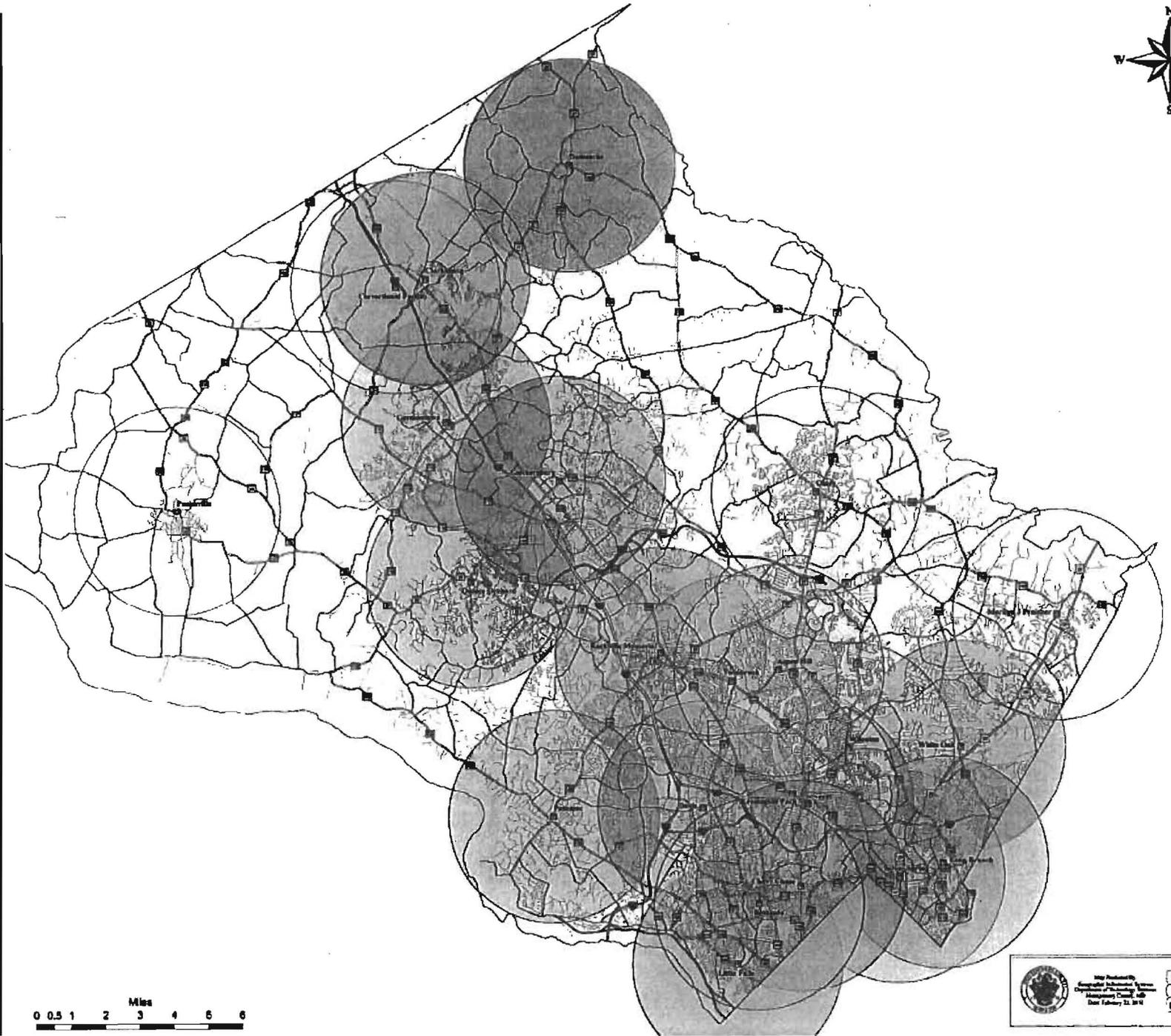
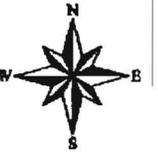
## **MCPL Suggestions for Measuring Community Impact: Additional Possible Areas for Measurement**

- **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**



# 3-Mile Buffers

-  Aspen Hill
-  Bethesda
-  Clarksburg
-  Chevy Chase
-  Correctional Facility
-  Damascus
-  Davis
-  Gaithersburg
-  Germantown
-  Kensington Park
-  Little Falls
-  Long Branch
-  Noyes
-  Otney
-  Poolesville
-  Potomac
-  Marilyn J Praisner
-  Quince Orchard
-  Rockville Memorial
-  Silver Spring
-  Twinbrook
-  Wheaton
-  White Oak



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**Circulation FY11**

FY11 Circulation	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	FY11 YTD	FY10 YTD	Difference	%Change	% Total CIRC
ONLINE RENEWAL	228,069	224,767	200,174	207,422	200,519	192,317	193,738	183,051					1,630,057	1,771,737	-141,680	-8.00%	23.64%
TEL RENEWAL	24,946	20,017	16,610	15,664	16,050	15,120	15,293	14,158					137,858	179,912	-42,054	-23.37%	2.00%
ASPEN HILL	29,530	30,206	25,170	25,016	24,736	22,343	29,651	27,867					214,519	246,613	-32,094	-13.01%	3.11%
BETHESDA	53,970	50,647	45,136	44,099	44,194	38,607	46,337	40,365					363,355	439,056	-75,701	-17.24%	5.27%
BOOKMOBILE	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	2,805	n/a	n/a	n/a
CHEVYCHASE	23,029	19,744	18,610	17,497	18,060	15,740	17,932	16,637					147,249	149,508	-2,259	-1.51%	2.14%
DAMASCUS	24,547	21,498	17,441	16,931	16,733	13,901	18,130	16,861					146,042	167,204	-21,162	-12.66%	2.12%
DAVIS	50,179	47,607	43,192	40,547	39,449	37,415	39,573	37,595					335,557	382,679	-47,122	-12.31%	4.87%
DETEN_CTR	3,928	4,537	3,851	3,084	3,846	4,243	2,979	3,608					30,076	37,420	-7,344	-19.63%	0.44%
ELIBRARY	6,792	7,421	6,492	6,831	7,092	7,735	9,167	8,321					59,851	44,446	15,405	34.66%	0.87%
GAITHERSBG	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	501,550	n/a	n/a	n/a
GAITHERSBG Interim						3,162	12,891	13,017					29,070	n/a	n/a	n/a	0.42%
GERMANTOWN	114,037	106,198	89,097	87,019	83,604	71,257	85,661	73,483					710,356	652,886	57,470	8.80%	10.30%
INTLBLOAN	834	695	879	133	48	13	5	58					2,665	5,720	-3,055	-53.41%	0.04%
KENSINGTON	27,282	26,992	22,963	22,405	22,574	19,485	21,896	20,895					184,492	227,791	-43,299	-19.01%	2.68%
LITTLEFALL	28,161	27,814	24,178	24,368	23,999	21,268	24,310	22,239					196,337	241,714	-45,377	-18.77%	2.85%
LONGBRANCH	20,418	18,714	16,556	17,022	16,376	14,954	15,914	14,607					134,561	160,618	-26,057	-16.22%	1.95%
NOYES	4,333	4,196	3,681	3,350	3,445	3,477	3,316	3,761					29,559	31,054	-1,495	-4.81%	0.43%
OLNEY	42,223	37,772	32,750	29,117	27,061	20,403	Closed	Closed	Closed	Closed	Closed	Closed	189,326	311,958	-122,632	-39.31%	2.75%
POOLESVILL	6,189	6,021	4,712	4,426	4,365	4,025	4,141	4,228					38,107	51,666	-13,559	-26.24%	0.55%
POTOMAC	34,980	33,039	29,237	28,435	26,323	25,122	27,531	25,269					229,936	264,648	-34,712	-13.12%	3.33%
PRAISNER	30,712	29,562	26,016	25,738	24,116	20,731	25,188	22,899					204,962	239,935	-34,973	-14.58%	2.97%
QUINCEORCH	71,830	65,740	57,593	54,223	54,536	49,641	54,126	47,676					455,365	440,499	14,866	3.37%	6.60%
ROCKVILLE	69,538	66,233	57,320	54,523	52,018	45,801	55,711	49,039					450,183	528,063	-77,880	-14.75%	6.53%
SILVER_SPR	29,407	31,073	27,136	28,359	28,004	24,011	27,921	24,369					220,280	258,502	-38,222	-14.79%	3.19%
TEL_REF	593	637	563	467	451	463	437	483					4,094	3,021	1,073	35.52%	0.06%
TWINBROOK	25,485	23,866	19,899	19,734	19,980	17,888	20,852	19,018					166,722	183,690	-16,968	-9.24%	2.42%
WHEATON	50,926	50,400	43,831	43,623	43,369	39,032	46,971	42,146					360,298	418,210	-57,912	-13.85%	5.23%
WHITE_OAK	35,803	32,156	28,956	28,430	25,110	22,042	27,567	24,540					224,604	263,105	-38,501	-14.63%	3.26%
<b>Monthly Totals FY11</b>	<b>1,037,741</b>	<b>987,552</b>	<b>862,043</b>	<b>848,463</b>	<b>826,058</b>	<b>750,196</b>	<b>827,238</b>	<b>756,190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,895,481</b>	<b>8,206,010</b>	<b>-1,310,529</b>	<b>-15.97%</b>	
<b>Monthly Totals FY10</b>	<b>1,186,814</b>	<b>1,144,612</b>	<b>1,011,391</b>	<b>1,029,754</b>	<b>995,777</b>	<b>945,700</b>	<b>972,013</b>	<b>919,949</b>					<b>8,206,010</b>				
<b>Difference</b>	<b>-149,073</b>	<b>-157,060</b>	<b>-149,348</b>	<b>-181,291</b>	<b>-169,719</b>	<b>-195,504</b>	<b>-144,775</b>	<b>-163,759</b>					<b>-1,310,529</b>				
<b>%Change</b>	<b>-12.56%</b>	<b>-13.72%</b>	<b>-14.77%</b>	<b>-17.61%</b>	<b>-17.04%</b>	<b>-20.67%</b>	<b>-14.89%</b>	<b>-17.80%</b>					<b>-15.97%</b>				

Circulation totals for each branch represent activity for that branch during all operational hours, including Sundays at the eight libraries with seven day service (Bethesda, Praisner, Gaithersburg, Germantown, Olney, Rockville, Silver Spring, and Wheaton)

**Closings**

**Friday, February 25, 2011** Quince Orchard, Potomac, and Aspen Hill libraries closed at 5 p.m. due to power outage.

**Friday, January 28, 2011** Rockville and Central Offices (third floor RV) open at 11 a.m. for phone and walk-in service with limited staffing. Davis, Kensington Park, and Central Offices closed all day due to insufficient staffing levels. Aspen Hill Library closed at 3 p.m. due to power outage.

**Thursday, January 27, 2011** Bethesda, Damascus, Twinbrook, Poolesville, Praisner, Gaithersburg Interim, Germantown, Silver Spring, Potomac, and White Oak libraries delayed opening until 1 p.m. due to weather. Rockville, Central Offices (third floor RV), Collection Management, Kensington, Wheaton, Aspen Hill, Quince Orchard, Chevy Chase, Davis, and Long Branch closed for the day due to power. Little Falls and Noyes libraries closed all day due to insufficient staffing levels. Potomac, Twinbrook, Poolesville, Germantown, and Praisner libraries closed at 5 p.m. Bethesda, Damascus, White Oak, Gaithersburg Interim, and Silver Spring libraries closed at 6 p.m.

**Wednesday, January 26, 2011** Poolesville library closed at 2 p.m. due to power outage. David library closed at 4 p.m. due to power outage. Bethesda, Gaithersburg Interim, Germantown, Quince Orchard, Rockville, Wheaton, Praisner, Potomac, Aspen Hill, Chevy Chase, Damascus, Silver Spring, White Oak, Kensington, Little Falls, Long Branch, Twinbrook libraries closed at 5 p.m. due to power outage.





FY10 Circulation	Circulation FY10												FY10 YTD	FY09 YTD	Difference	%Change	% Total CIRC
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June					
ONLINE RENEWAL	245,561	234,276	208,062	223,958	214,416	222,896	210,724	211,844	237,419	217,688	213,183	203,171	2,643,198	2,426,545	216,653	8.93%	21.96%
TEL RENEWAL	28,707	25,710	20,758	21,868	20,282	21,932	18,626	22,029	20,317	18,995	17,860	15,821	252,905	319,411	-66,506	-20.82%	2.10%
ASPEN_HILL	37,485	35,348	31,527	30,365	29,040	27,838	28,185	26,825	31,211	27,585	25,721	31,884	363,014	353,153	9,861	2.79%	3.02%
BETHESDA	60,449	62,231	57,024	56,011	55,457	48,585	52,843	46,456	57,640	48,946	48,447	53,140	647,229	642,017	5,212	0.81%	5.38%
BOOKMOBILE	232	367	601	660	475	398	3	69	3	385	128	1	3,322	4,149	-827	-19.93%	0.03%
CHEVYCHASE	24,747	11,244	15,413	20,212	20,532	18,672	19,383	19,305	20,744	18,534	19,119	21,703	229,608	264,346	-34,738	-13.14%	1.91%
DAMASCUS	25,973	23,646	21,701	20,636	20,388	16,531	19,454	18,875	22,083	18,527	18,832	24,225	250,871	255,505	-4,634	-1.81%	2.08%
DAVIS	53,822	52,887	46,734	47,659	46,199	46,779	45,399	43,200	50,124	44,238	44,373	50,398	571,812	561,827	9,985	1.78%	4.75%
DETEN_CTR	5,405	4,703	4,867	5,201	3,812	5,157	4,319	3,956	4,488	4,883	4,063	4,222	55,076	51,417	3,659	7.12%	0.46%
ELIBRARY	5,635	5,774	5,164	5,306	5,301	5,971	5,787	5,508	6,432	5,402	6,127	6,182	68,589	n/a	n/a	n/a	n/a
GAITHERSBG	73,220	71,502	62,511	62,510	62,002	56,216	59,926	53,663	64,784	50,423	22,836	Closed	639,593	718,079	-78,486	-10.93%	5.31%
GERMANTOWN	101,046	97,198	79,746	80,553	78,031	68,295	77,357	70,660	82,223	72,704	78,413	105,803	992,029	938,213	53,816	5.74%	8.24%
INTLIBLOAN	1,098	893	702	737	634	515	590	551	765	997	587	827	8,896	10,568	-1,672	-15.82%	0.07%
KENSINGTON	32,369	33,983	28,745	27,722	27,198	25,803	26,549	25,422	29,087	24,223	23,633	29,370	334,104	319,305	14,799	4.63%	2.78%
LITTLEFALL	33,695	33,983	30,434	31,302	29,489	27,385	28,575	26,851	31,465	26,389	27,219	31,180	357,967	366,801	-8,834	-2.41%	2.97%
LONGBRANCH	22,161	23,079	19,713	20,448	19,866	18,365	18,445	18,541	20,545	17,956	17,249	19,296	235,664	233,240	2,424	1.04%	1.96%
NOYES	3,773	4,475	4,892	4,214	3,653	3,090	3,588	3,369	3,785	3,393	3,680	3,642	45,554	44,774	780	1.74%	0.38%
OLNEY	48,220	45,058	38,326	38,899	37,291	34,233	36,761	33,170	39,293	33,511	33,273	41,203	459,238	460,489	-1,251	-0.27%	3.82%
POOLESVILL	7,855	7,879	6,854	6,149	6,208	5,103	5,676	5,942	6,505	4,976	5,035	6,145	74,327	76,652	-2,325	-3.03%	0.62%
POTOMAC	39,339	38,309	33,288	32,227	31,076	29,664	30,516	30,229	34,669	30,506	30,192	35,433	395,448	390,644	4,804	1.23%	3.29%
PRAISNER	36,701	33,065	29,662	30,066	28,998	26,556	28,952	25,935	29,967	27,517	25,791	29,164	352,374	379,640	-27,266	-7.18%	2.93%
QUINCEORCH	66,855	65,092	54,216	54,349	50,699	50,519	49,357	49,412	55,375	48,082	51,246	69,328	664,530	648,891	15,639	2.41%	5.52%
ROCKVILLE	73,841	75,691	67,366	66,616	64,512	57,964	65,751	56,322	66,803	59,103	60,850	71,234	786,053	766,312	19,741	2.58%	6.53%
SILVER_SPR	34,617	34,969	33,016	33,140	32,705	28,721	32,542	28,792	34,366	29,901	29,930	32,044	384,743	364,429	20,314	5.57%	3.20%
TEL_REF	427	445	357	296	394	310	325	467	277	390	404	363	4,455	4,731	-276	-5.83%	0.04%
TWINBROOK	26,022	26,502	23,495	22,670	22,613	20,646	21,463	20,279	23,935	21,149	20,606	23,752	273,132	277,422	-4,290	-1.55%	2.27%
WHEATON	59,367	59,480	53,130	53,004	52,669	46,795	50,445	43,320	53,930	47,910	45,813	50,032	615,895	593,270	22,625	3.81%	5.12%
WHITE_OAK	38,192	36,823	33,087	32,976	31,837	30,761	30,472	28,957	36,235	30,221	30,440	36,224	396,225	364,733	31,492	8.63%	3.29%
Monthly Totals FY10	1,181,179	1,138,838	1,006,227	1,024,448	990,476	939,729	966,226	914,441	1,058,038	929,132	898,923	989,605	12,037,262	11,836,563	200,699	1.70%	
Monthly Grand Total with ELIBRARY CIRC	1,186,814	1,144,612	1,011,391	1,029,754	995,777	945,700	972,013	919,949	1,064,470	934,534	905,050	995,787	12,105,851				
Monthly Totals FY09	1,146,122	997,249	938,856	945,325	932,956	925,409	969,283	923,014	1,038,253	986,507	941,637	1,091,952	11,836,563				
Difference FY10:FY09	35,057	141,589	67,371	79,123	57,520	14,320	-3,057	-8,573	19,785	-57,375	-42,714	-102,347	200,699				
%Change FY10:FY09	3.06%	14.20%	7.18%	8.37%	6.17%	1.55%	-0.32%	-0.93%	1.91%	-5.82%	-4.54%	-9.37%	1.70%				
Difference FY10:FY09 with ELIBRARY CIRC	40,692	147,363	72,535	84,429	62,821	20,291	2,730	-3,065	26,217	-51,973	-36,587	-96,165	269,288				
Difference FY10:FY09 with ELIBRARY CIRC	3.55%	14.78%	7.73%	8.93%	6.73%	2.19%	0.28%	-0.33%	2.53%	-5.27%	-3.89%	-8.81%	2.28%				
Circulation totals for each branch represent activity for that branch during all operational hours, including Sundays at the eight libraries with seven day service (Bethesda, Praisner, Gaithersburg, Germantown, Olney, Rockville, Silver Spring, and Wheaton)																	
***Please Note: The Monthly Circulation Statistics worksheet for FY10 will now include EBOOK checkouts. These checkouts will be recorded under ELIBRARY. The Monthly Totals FY10 row does not include the EBOOK CIRC for the month. There is a separate row for this statistic because we do not have statistics for FY09 for EBOOK CIRC.																	
<b>Closings</b>																	
Tuesday, June 01, 2010	Bookmobile service ended.																
Monday, May 31, 2010	Talking Book service ended. This figure was added to the Rockville CIRC each month.																
Thursday, May 27, 2010	Bethesda Library closed at 3:00pm due to extreme heat in the building.																
Sunday, May 16, 2010	Gaithersburg closed for renovation.																





# LITERACY COUNCIL OF MONTGOMERY COUNTY, MARYLAND, INC.

## FY 11 Budget Reductions In Relation To Program Results

The Literacy Council budget was reduced by \$29,610 or 21% in FY 2011, leaving the organization with a budget of \$111,390 to support its commitment to Montgomery County to provide literacy and ESL services to county residents and workers with a tutoring program. To accomplish the goal of providing a quality tutoring program while dealing with budget reductions, several significant cuts were made to the Literacy Council's budget and overall program, as outlined below:

### FY 11 Budget Reductions

1. **Staff Hours:** A 25 percent reduction was implemented in the number of hours for staff who conduct the volunteer tutoring program, reducing the hours from 140 to 105 per week. This cut affected 5 staff members—2 ESL Coordinators, 1 Basic Literacy Coordinator, 1 Workshop Coordinator and the Deputy Director, who is responsible for oversight of the program. These staff members were part-time employees who were significantly impacted from these cuts, both personally and professionally, as their ability to serve adult literacy learners has been greatly reduced.
2. **New Tutor Orientations:** Due to the reduction in staff hours, LCMC reduced the number of New Tutor Orientations from 9 to 7 per year, which resulted in less prospective volunteer tutors learning about the tutoring program and then signing on to become a tutor. This reduced number of orientation sessions was scheduled more equitably throughout the year, to lessen the number of prospective volunteers who may be lost to other volunteer opportunities in the community.
3. **Tutor Workshops:** The number of Tutor Workshops (2-6 hour sessions each) was reduced from 9 per year to 7 to enable the staff to better manage the tutors coming into the program with their reduced work hours. In addition, new tutors were no longer provided the *Laubach Way to English Level 1 Teacher's Manual*, but are provided with information on handout materials.
4. **English for Daily Living Book Fee:** Instituted a \$15 fee for the student book used in the English for Daily Living Classes in elementary schools. This fee is in addition to the \$15 one-time registration fee that LCMC charges all of its adult learners.
5. **Reduction in Monthly Student Interviews:** The number of students being interviewed and brought into the program each month has been reduced by over 50 percent, to allow adequate time for Coordinators to manage student intake and assessment, student/tutor pairing and over all management of the student/tutor relationship. Each Coordinator has been limited to intake and assess less new students per month, which brings less new students into the program. In the first 6 months of FY 11, 150 new students were brought into the tutoring program, in comparison to 330 in the same time period in FY 10.
6. **Changes to LCMC Library Operations:** a) Instituted a limited loan period for Laubach materials to one year and other materials to shorter time periods; b) Removed student skill books and workbooks from library shelves and placed them in a secure location to allow LCMC to better manage its inventory of books; and c) Advise tutors to download materials from the LCMC website versus incurring copying and mailing charges for those materials.

### FY 11 Tutoring Program Reduction in Impact

1. **Number of Volunteer Tutors Trained:** Due to reductions in staff hours and in the number of training workshops conducted, LCMC is currently training 180 tutors annually versus 300+ trained annually in FY 2009 and before. This greatly reduces the Literacy Council's ability to serve a fast-growing adult learner literacy-needs audience in Montgomery County.

2. **Number of Adult Learners Served:** The number of students in the tutoring program has been reduced from 1030 in FY 10 to an estimated 900 students in FY 11, due to a reduction in the number of new tutors coming into the program. The Council is currently turning away 30 to 35 students per month who request entrance into the program and the wait time for a tutor is now between 6 and 12 months and the interview slots that Coordinators have for student intake/assessment get filled up within the first few business days of each month. LCMC currently has a wait list of over 300 students waiting for a tutor assignment and would have much more, if the tutoring program staff was able to interview and manage more students in the program.
3. **Reduction in Number of Volunteers Employed:** The funding we receive leverages a large, well-trained volunteer workforce. In FY 10 we employed a volunteer staff of 1006, including 815 volunteer tutors, who donated over 53,000 hours of service during the year to county residents and workers through their work with the Literacy Council. As a result of the FY 11 budget cut, we are on target to employ a volunteer staff of 685, including 571 volunteer tutors, an overall reduction of over 30 percent. This translates to fewer students given the opportunity to improve their literacy skills.
4. **Reduced Ability to Refer Students from ESL Classroom Program to Tutoring Program:** In the past, the Council has been able to refer students, whom it is unable to serve in the ESL Classroom program due to extremely low English literacy levels, to the one-on-one tutoring program to best serve student needs. Since there are fewer tutors available, the Council is finding this opportunity to no longer be available in its efforts to serve the English literacy needs of Montgomery County.

#### **Testimonials from Students in LCMC's Tutoring Program**

*My experience is very important, am happy to be part of this program because now I can speak english, am start to ask questions by my self. I can go to my kids school and ask how are they doing, go to the doctor, make an appoiment. I feel so happy because no body has to translator for me. I have to thank to my teacher and the program because now I feel different. I can help my kids with their homework. Thank you for this opportunity I appreciate your help.*

A. Alay

*I want to improve my English very sure. I hope I can express my thinkings and explain the ideas exactly and clearly to everybody in English. I also want to made communication with my children's school for a good relationship. I am very appreciate that the Literacy Council gave me the opportunity to learn English with Mrs. Nadya. Learning is great joyce. From Mrs. Nadya, I learned to deal with my children's school. I learned different cultures in U.S.A., Canada and India. She helped me to solve the problems in the life. She always was patient to listen to me, so I was encouraged to tell full story. You can not imagine a toture can be. She was like a wondow, guiding me to English world and bringing the light in.*

Y. Chiang

*I'm so happy of being part of Literacy Council Program. I'm getting many skills learning English. My teacher is a person very pacient with me, I'm learning a lot of English words. I want learn good English for start a college studies, for help to my daughter with her homeworks, and for a get a better job. This program is wonderfull. I will get my goals most faster that I thinked.*

A. Ugalde

*Since 2006 I started learning American English when a friend told me about the Literacy Council Program. She made the subscription for me. In this place I met my teacher Mr. Calvin. He taught with patience and continues teaching me. While I was studying English with Mr. Calvin I took an accounting course and passed with excellent grades. This was fantastic and gave me much more eagerness to learn English. Also in my daily life I feel more comfortable speaking English in my work, in my son's school and simply in the street. To me learning English is very important, because I am living and working in the United States and I would like to speak English fluently.*

Carmen M.

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## Conclusion

The Literacy Council is one of the highest-capacity literacy/ESL programs for adults in Montgomery County and is proud to be one of the most cost-effective as well. While some cost-cutting strategies put in place in FY 11 have improved our effectiveness, many of them have greatly impacted our ability to serve the tremendous literacy needs of our community. With our cost-cutting efforts initiated in FY 10, along with the additional ones implemented in FY 11, we are at the point where we may not be able to effectively serve the needs of our community. We ask that Montgomery County continue its strong support of our efforts, by fully funding our FY12 budget request of \$111,390.

Respectively submitted by:

Marty Stephens  
Executive Director  
Literacy Council of Montgomery County, Maryland, Inc.  
April 5, 2011