



# Public Libraries

## RECOMMENDED FY22 BUDGET

\$42,705,607

## FULL TIME EQUIVALENTS

404.06

 ANITA VASSALLO, DIRECTOR

## 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 MCPL 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: MCPL 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 FY22 Operating Budget for the Department of Public Libraries is \$42,705,607, an increase of \$293,010 or 0.69 percent from the FY21 Approved Budget of \$42,412,597. Personnel Costs comprise 79.88 percent of the budget for 234 full-time position(s) and 208 part-time position(s), and a total of 404.06 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 20.12 percent of the FY22 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

-  **Thriving Youth and Families**
-  **A Growing Economy**
-  **A Greener County**
-  **Effective, Sustainable Government**

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## INITIATIVES

- ★ Complete migration from SirsiDynix Symphony Integrated Library System to Koha Open Source Integrated Library System.
- ★ Refresh of Maggie Nightingale Library in Poolesville and installation of Bibliotheca's Open Plus building automation software.
- ★ Begin Potomac Library refresh construction and develop Program of Requirements for the Clarksburg Library.
- ★ Implement OrangeBoy Savannah Community Engagement platform. OrangeBoy Savannah provides libraries a data-driven solution to increase organizational productivity and community engagement. It achieves this by linking customer behaviors with outcomes desired by the library, allowing the library to identify and implement the most efficient service model. This helps libraries target communication efforts and allocate resources to customer segments based on what they need and expect from the library, run highly targeted messaging campaigns, and ask for feedback from either a very select or very broad segment of customers. This will replace Libraries' current subscription to Constant Contact.
- ★ Summer Council Fellow will develop a plan to strengthen career paths for library staff.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Joined over 285 major public library systems in the US and Canada in no longer charging overdue fines.
- ★ Pivoted from total traditional in-person library programming to a fully virtual programming model using the Zoom platform. From February 1, 2020 to February 11, 2021, offered 2,416 virtual programs with a total attendance of 91,299 persons.
- ★ Launched Holds To Go service on July 6, 2020, which is a successful contactless physical materials circulation process. As of February 11, 2021, library users have borrowed 1,391,217 items using this process.
- ★ Partnered with the Department of Technology Services to install enhanced outdoor wireless at 10 library locations.

## PROGRAM CONTACTS

Contact Steve Kapani of the Department of Public Libraries at 240.777.0045 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY21 estimates reflect funding based on the FY21 Approved Budget. The FY22 and FY23 figures are performance targets based on the FY22 Recommended Budget and funding for comparable service levels in FY23.

## PROGRAM DESCRIPTIONS

### ★ Administration

The Office of the Director has the responsibility for the overall management and leadership of the Department. The Director's Office also oversees strategic planning and evaluation of services, public relations with the community, marketing the department's

services, partnerships, Memoranda of Understanding (MOUs), and the Library Board. The Director's Office directly manages the Human Resources Unit, the Business Office, and four Assistant Directors.

The Human Resources Unit oversees human resources, staff development and training, customer accounts, circulation services, workplace competency, Equal Employment Opportunity (EEO) issues, recruitment and training, and labor/management relations.

The Business Office oversees preparation and management of the Department's budget, contracts and procurement, revenue, grants, equipment management, and Council liaison.

| FY22 Recommended Changes  | Expenditures     | FTEs         |
|---|------------------|--------------|
| <b>FY21 Approved</b>  | <b>1,663,732</b> | <b>23.00</b> |
| Decrease Cost: Reduce Contractual Services  | (218,979)        | 0.00         |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 899,209          | 0.00         |
| <b>FY22 Recommended</b>   | <b>2,343,962</b> | <b>23.00</b> |

## Library Services to the Public

MCPL consists of 23 library sites including the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, and the Collection Management Center.

Library services are available to all County residents, Maryland residents, and those working or attending school in Montgomery County, free of charge. Library customers use MCPL services including information services for children and adults delivered in person, over the telephone, in the stacks, and outside the walls; a Public Access Catalog for access to indices and full text materials; downloadable content and streaming services; automated phone renewal, online catalog, and customer account access (24 hours, 7 days a week); programming for children, teens, seniors, and adults; technologies such as 3D printers, digital media labs, Science, Technology, Engineering, and Mathematics (STEM) kits, wireless hotspots; and meeting rooms and collaboration spaces for public use.

The Collection Development Unit provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, eAudiobooks, and streaming services.

The Collection Development Unit is responsible for planning and inclusion of new formats and the evaluation of collections in relation to community information needs. Collections are purchased for English learners, as well as collections in world languages.

The materials delivery service delivers new materials, customer requested items, and returned materials among MCPL branches.

The cataloging and processing unit prepares all library materials for use in the branches.

The inter-library loan service provides opportunities for Montgomery County cardholders to use materials from public library systems throughout Maryland, from out-of-state public libraries, and from academic and special libraries throughout the world.

| Program Performance Measures   | Actual<br>FY19 | Actual<br>FY20 | Estimated<br>FY21 | Target<br>FY22 | Target<br>FY23 |
|--|----------------|----------------|-------------------|----------------|----------------|
| Number of items checked out (circulation) and materials used in a library <sup>1</sup> | 11,383,048     | 8,386,922      | 8,618,266         | 9,982,855      | 11,553,793     |
| Number of public computer and Wi-Fi sessions <sup>2</sup>                              | 23,875,239     | 13,301,153     | 6,517,565         | 12,774,428     | 23,397,735     |

| Program Performance Measures  | Actual<br>FY19 | Actual<br>FY20 | Estimated<br>FY21 | Target<br>FY22 | Target<br>FY23 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Total use of library adult learning programs, services, and events <sup>3</sup> | 318,785        | 415,272        | 614,602           | 909,610        | 1,346,222      |
| Active library users <sup>4</sup>   | 221,837        | 199,265        | 246,690           | 259,816        | 273,142        |
| Number of participants in early literacy programming <sup>5</sup>               | 85,865         | 90,812         | 94,444            | 98,221         | 102,149        |
| Library electronic database usage <sup>6</sup>                                  | 1,383,619      | 1,906,589      | 2,306,972         | 2,791,436      | 3,377,637      |

<sup>1</sup> The number of borrowed physical and digital items and items marked "used" in a branch (i.e., left on tables and scanned in the library's system as having been consulted by a customer). FY20 aggregate data reflects July 1, 2019 through March 15, 2020 for checkouts and items marked "used" in branches; and July 1, 2019 through June 30, 2020 for renewals. Projections assume re-opening of facilities to the public, as ordered and implemented with phased guidelines from the offices of the Governor of Maryland and the Montgomery County Executive.

<sup>2</sup> Numbers represent aggregate sessions. Public computer use represents July 1, 2019 through March 15, 2020; WiFi sessions represent July 1, 2019 through June 30, 2020. Projections assume re-opening of facilities to the public, as ordered and implemented with phased guidelines from the offices of the Governor of Maryland and the Montgomery County Executive.

<sup>3</sup> "Total use" comprises attendance at English conversation clubs, "business and workforce" and "computer/smart technology" programs, as well as online learning platforms.

<sup>4</sup> "Active user" is a registered MCPL borrower who has used their library card at least once within the 12 month period from current date of data search. These users are associated with a Montgomery County Zip code.

<sup>5</sup> "Early Literacy Programming" comprises the number of attendees at Storytimes.

<sup>6</sup> Numbers represent "any action performed by the user in relation to a content item."

| FY22 Recommended Changes  | Expenditures      | FTEs          |
|---|-------------------|---------------|
| <b>FY21 Approved</b>  | <b>40,443,582</b> | <b>380.51</b> |
| Increase Cost: Mid-Year Position Reclassification from Part-Time Library Aide to Full-Time Supply Technician  | 27,760            | 0.55          |
| Eliminate: Interjurisdictional Grant  | (54,905)          | (1.00)        |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (232,127)         | 0.00          |
| <b>FY22 Recommended</b>   | <b>40,184,310</b> | <b>380.06</b> |

## Workforce and Business Development

Montgomery County Public Libraries has a special emphasis on developing and supporting workforce and business development in the County. The area of the Department's service falls under the Assistant Director for Programs and Outreach and is headed by a full-time Program Specialist for Workforce and Business Development.

Within this program MCPL:

- Develops a comprehensive annual plan for systemwide offering of workforce, business, digital, and financial literacy programs within the 22-branch MCPL system. Defines scope of all programs offered to ensure consistency with MCPL customer needs.
- Initiates and maintains multiple collaborative relationships and partnerships with key workforce, business, digital, and financial literacy contacts.
- Provides resources and materials to support the County's Business Connect program which is a business assistance hub where small business owners can get information, support, and training to start or grow their companies.
- In addition, the Department recruits, screens, interviews candidates, and awards seats for MCPLs Career Online High School program. Career Online High School is an AdvancED/SACS/NCA/NWAC-accredited program that enables students to earn their high school diplomas while gaining real-world career skills.

| Program Performance Measures  | Actual<br>FY19 | Actual<br>FY20 | Estimated<br>FY21 | Target<br>FY22 | Target<br>FY23 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Attendees at business and workforce development programs <sup>1</sup>     | 5,520          | 5,039          | 1,100             | 3,630          | 6,156          |
| Active partnerships with workforce and business development organizations | 15             | 21             | 12                | 12             | 15             |
| Graduates from Career Online High School <sup>2</sup>                     | 13             | 5              | 4                 | 4              | 8              |

<sup>1</sup> Numbers represent onsite (July 1, 2019 through March 15, 2020) and virtual (March 16, 2020 through June 30, 2020) program attendees.

<sup>2</sup> Adult learners can earn a high school diploma through Career Online High School, an accredited, non-traditional online high school diploma program.

| FY22 Recommended Changes  | Expenditures   | FTEs        |
|---|----------------|-------------|
| <b>FY21 Approved</b>  | <b>305,283</b> | <b>1.00</b> |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (127,948)      | 0.00        |
| <b>FY22 Recommended</b>   | <b>177,335</b> | <b>1.00</b> |

## BUDGET SUMMARY

|   | Actual<br>FY20    | Budget<br>FY21    | Estimate<br>FY21  | Recommended<br>FY22 | %Chg<br>Bud/Rec |
|---|-------------------|-------------------|-------------------|---------------------|-----------------|
| <b>COUNTY GENERAL FUND</b>                    |                   |                   |                   |                     |                 |
| <b>EXPENDITURES</b>                           |                   |                   |                   |                     |                 |
| Salaries and Wages                            | 23,294,921        | 24,109,153        | 22,005,371        | 24,954,726          | 3.5 %           |
| Employee Benefits                             | 9,650,274         | 9,257,443         | 8,582,388         | 8,966,994           | -3.1 %          |
| <b>County General Fund Personnel Costs</b>    | <b>32,945,195</b> | <b>33,366,596</b> | <b>30,587,759</b> | <b>33,921,720</b>   | <b>1.7 %</b>    |
| Operating Expenses                            | 8,024,406         | 8,738,096         | 7,777,876         | 8,530,887           | -2.4 %          |
| <b>County General Fund Expenditures</b>       | <b>40,969,601</b> | <b>42,104,692</b> | <b>38,365,635</b> | <b>42,452,607</b>   | <b>0.8 %</b>    |
| <b>PERSONNEL</b>                              |                   |                   |                   |                     |                 |
| Full-Time                                     | 230               | 231               | 231               | 232                 | 0.4 %           |
| Part-Time                                     | 210               | 209               | 209               | 208                 | -0.5 %          |
| FTEs  | 400.81            | 401.31            | 401.31            | 401.86              | 0.1 %           |
| <b>REVENUES</b>                               |                   |                   |                   |                     |                 |
| Library Fees                                  | 13,061            | 20,000            | 0                 | 19,000              | -5.0 %          |
| Library Fines                                 | 494,346           | 300,000           | 23,500            | 46,000              | -84.7 %         |
| Miscellaneous Revenues                        | 199,979           | 540,000           | 0                 | 292,500             | -45.8 %         |
| Parking Fees                                  | 44,960            | 60,000            | 6,500             | 60,000              | —               |
| State Reimbursement: Library Operations       | 3,388,192         | 3,459,000         | 3,459,000         | 3,509,000           | 1.4 %           |
| State Reimbursement: Library Staff Retirement | 1,906,541         | 2,120,000         | 1,910,000         | 2,120,000           | —               |
| <b>County General Fund Revenues</b>           | <b>6,047,079</b>  | <b>6,499,000</b>  | <b>5,399,000</b>  | <b>6,046,500</b>    | <b>-7.0 %</b>   |

## GRANT FUND - MCG

|   |                |                |                |                |                |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>EXPENDITURES</b>                     |                |                |                |                |                |
| Salaries and Wages                      | 134,032        | 175,889        | 175,889        | 147,312        | -16.3 %        |
| Employee Benefits                       | 65,414         | 45,547         | 45,547         | 44,764         | -1.7 %         |
| <b>Grant Fund - MCG Personnel Costs</b> | <b>199,446</b> | <b>221,436</b> | <b>221,436</b> | <b>192,076</b> | <b>-13.3 %</b> |
| Operating Expenses                      | 194,746        | 86,469         | 86,469         | 60,924         | -29.5 %        |

## BUDGET SUMMARY

|                                      | Actual<br>FY20    | Budget<br>FY21    | Estimate<br>FY21  | Recommended<br>FY22 | %Chg<br>Bud/Rec |
|--------------------------------------|-------------------|-------------------|-------------------|---------------------|-----------------|
| <b>Grant Fund - MCG Expenditures</b> | <b>394,192</b>    | <b>307,905</b>    | <b>307,905</b>    | <b>253,000</b>      | <b>-17.8 %</b>  |
| PERSONNEL                            |                   |                   |                   |                     |                 |
| Full-Time                            | 2                 | 2                 | 2                 | 2                   | —               |
| Part-Time                            | 0                 | 0                 | 0                 | 0                   | —               |
| FTEs                                 | 3.20              | 3.20              | 3.20              | 2.20                | -31.3 %         |
| REVENUES                             |                   |                   |                   |                     |                 |
| Federal Grants                       | (23,811)          | 0                 | 0                 | 0                   | —               |
| State Grants                         | 386,780           | 307,905           | 307,905           | 253,000             | -17.8 %         |
| <b>Grant Fund - MCG Revenues</b>     | <b>362,969</b>    | <b>307,905</b>    | <b>307,905</b>    | <b>253,000</b>      | <b>-17.8 %</b>  |
| DEPARTMENT TOTALS                    |                   |                   |                   |                     |                 |
| <b>Total Expenditures</b>            | <b>41,363,793</b> | <b>42,412,597</b> | <b>38,673,540</b> | <b>42,705,607</b>   | <b>0.7 %</b>    |
| <b>Total Full-Time Positions</b>     | <b>232</b>        | <b>233</b>        | <b>233</b>        | <b>234</b>          | <b>0.4 %</b>    |
| <b>Total Part-Time Positions</b>     | <b>210</b>        | <b>209</b>        | <b>209</b>        | <b>208</b>          | <b>-0.5 %</b>   |
| <b>Total FTEs</b>                    | <b>404.01</b>     | <b>404.51</b>     | <b>404.51</b>     | <b>404.06</b>       | <b>-0.1 %</b>   |
| <b>Total Revenues</b>                | <b>6,410,048</b>  | <b>6,806,905</b>  | <b>5,706,905</b>  | <b>6,299,500</b>    | <b>-7.5 %</b>   |

## FY22 RECOMMENDED CHANGES

|   | Expenditures                       | FTEs                     |
|---|------------------------------------|--------------------------|
| <b>COUNTY GENERAL FUND</b>  |                                    |                          |
|   | <b>FY21 ORIGINAL APPROPRIATION</b> | <b>42,104,692 401.31</b> |
| <b><u>Other Adjustments (with no service impacts)</u></b>   |                                    |                          |
| Increase Cost: FY21 Compensation Adjustment   | 883,508                            | 0.00                     |
| Increase Cost: FY22 Compensation Adjustment   | 584,892                            | 0.00                     |
| Increase Cost: Mid-Year Position Reclassification from Part-Time Library Aide to Full-Time Supply Technician [Library Services to the Public] | 27,760                             | 0.55                     |
| Increase Cost: Motor Pool Adjustment  | 11,281                             | 0.00                     |
| Increase Cost: Print and Mail Adjustment  | 489                                | 0.00                     |
| Decrease Cost: Reduce Contractual Services [Administration]   | (218,979)                          | 0.00                     |
| Decrease Cost: Retirement Adjustment  | (290,161)                          | 0.00                     |
| Increase Cost: Annualization of FY21 Personnel Costs  | (650,875)                          | 0.00                     |
|   | <b>FY22 RECOMMENDED</b>            | <b>42,452,607 401.86</b> |
| <b>GRANT FUND - MCG</b>   |                                    |                          |
|   | <b>FY21 ORIGINAL APPROPRIATION</b> | <b>307,905 3.20</b>      |
| <b><u>Federal/State Programs</u></b>  |                                    |                          |
| Eliminate: Interjurisdictional Grant  | (54,905)                           | (1.00)                   |

**FY22 RECOMMENDED CHANGES**

|                         | Expenditures   | FTEs        |
|-------------------------|----------------|-------------|
| <b>FY22 RECOMMENDED</b> | <b>253,000</b> | <b>2.20</b> |

**PROGRAM SUMMARY**

| Program Name                       | FY21 APPR<br>Expenditures | FY21 APPR<br>FTEs | FY22 REC<br>Expenditures | FY22 REC<br>FTEs |
|------------------------------------|---------------------------|-------------------|--------------------------|------------------|
| Administration                     | 1,663,732                 | 23.00             | 2,343,962                | 23.00            |
| Library Services to the Public     | 40,443,582                | 380.51            | 40,184,310               | 380.06           |
| Workforce and Business Development | 305,283                   | 1.00              | 177,335                  | 1.00             |
| <b>Total</b>                       | <b>42,412,597</b>         | <b>404.51</b>     | <b>42,705,607</b>        | <b>404.06</b>    |

**CHARGES TO OTHER DEPARTMENTS**

| Charged Department            | Charged Fund | FY21<br>Total\$ | FY21<br>FTEs | FY22<br>Total\$ | FY22<br>FTEs |
|-------------------------------|--------------|-----------------|--------------|-----------------|--------------|
| <b>COUNTY GENERAL FUND</b>    |              |                 |              |                 |              |
| Correction and Rehabilitation | General Fund | 212,271         | 1.70         | 222,376         | 1.70         |

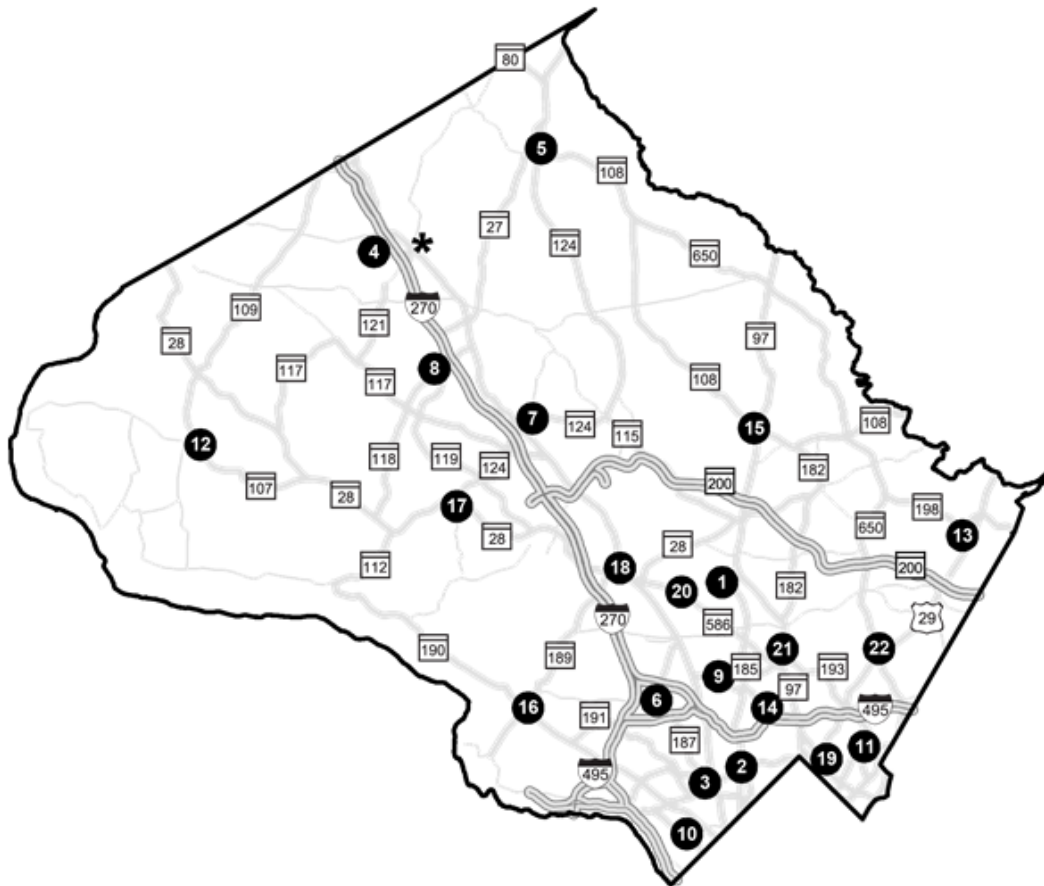
**FUNDING PARAMETER ITEMS**

CE RECOMMENDED (\$000S)

| Title  | FY22          | FY23          | FY24          | FY25          | FY26          | FY27          |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>COUNTY GENERAL FUND</b>   |               |               |               |               |               |               |
| <b>EXPENDITURES</b>  |               |               |               |               |               |               |
| <b>FY22 Recommended</b>  | <b>42,453</b> | <b>42,453</b> | <b>42,453</b> | <b>42,453</b> | <b>42,453</b> | <b>42,453</b> |
| No inflation or compensation change is included in outyear projections.  |               |               |               |               |               |               |
| <b>Labor Contracts</b>   | <b>0</b>      | <b>748</b>    | <b>748</b>    | <b>748</b>    | <b>748</b>    | <b>748</b>    |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. |               |               |               |               |               |               |
| <b>Subtotal Expenditures</b>   | <b>42,453</b> | <b>43,201</b> | <b>43,201</b> | <b>43,201</b> | <b>43,201</b> | <b>43,201</b> |

# Montgomery County, Maryland

## Public Libraries



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

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