

MEMORANDUM

April 13, 2009

TO: Health and Human Services Committee

FROM: Essie McGuire, Legislative Analyst *Essie McGuire*

SUBJECT: **Worksession – FY10 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
- Charles Goldsmith, Office of Management and Budget

The Executive's recommendation for the Department of Public Libraries is attached on circles 1-8.

OVERVIEW

For FY10, the Executive recommends total expenditures of \$37,921,690 for Public Libraries, a decrease of \$2,483,440 or 6.1 percent from the FY09 approved budget of \$40.41 million. Table 1 below details the changes from FY09 approved to the FY10 recommendation.

| Table 1: Department of Public Libraries Operating Budget | | | |
|---|------------------|-----------------|----------------------|
| (in \$000's) | FY09 Approved | FY10 CE Rec. | %Change FY09-FY10 |
| Expenditures: | | | |
| General Fund | 40,255 | 37,738 | -6.3% |
| Grant Fund | 150 | 184 | 23% |
| TOTAL Expenditures | 40,405 | 37,922 | -6.1% |
| | | | |
| Positions: | | | |
| Full-time | 244 | 231 | -5.3% |
| Part-time | 237 | 197 | -16.9% |
| TOTAL Positions | 481 | 428 | -11.0% |
| | | | |
| Workyears | 426.4 | 388.1 | -9.0% |

The Executive's recommendation would eliminate a total of 53 positions and 38.3 workyears. All but two of these positions are currently vacant due to the hiring freezes in recent years and the FY09 Retirement Incentive Program. The Executive's recommended budget maintains current operating hours at the library branches.

The only recommended increases in the FY10 library budget relate to compensation increases for service increments and other personnel or non-program adjustments. These are offset by the significant reductions recommended both in general operating reductions and programmatic reductions. Table 2 below groups all tax-supported changes according to increases, general reductions, and program reductions.

| Table 2: FY10 Recommended Changes from FY09 Approved | |
|---|---------------------|
| Increases related to personnel and non-program adjustments | |
| Annualization of FY09 Personnel Costs | \$704,710 |
| Service Increment | \$251,390 |
| Retirement Adjustment | \$162,240 |
| Annualization of FY09 Service Increment | \$83,520 |
| Group Insurance Adjustment | \$72,450 |
| Public Copying Maintenance Lease | \$8,980 |
| Printing and Mail Adjustments | \$2,780 |
| Subtotal: same service adjustments | \$1,286,070 |
| General operating reductions | |
| Central Duplicating Deficit Recovery Charge | -\$3,120 |
| Membership and Association Fees | -\$5,000 |
| Branch Supplies | -\$12,000 |
| Telecommunications | -\$14,150 |
| Training, Travel, Conferences | -\$15,000 |
| Motor Pool Rate Adjustment | -\$40,920 |
| Reduction of Master Lease for Circulation Server | -\$53,900 |
| Subtotal: general reductions | -\$144,090 |
| Program Reductions | |
| Eliminate Part-time Senior Librarian Positions (2 remaining) | -\$111,880 |
| Decrease branch staffing by reducing substitute budget | -\$188,750 |
| Reduce Materials Collection by 10% | -\$612,520 |
| Eliminate 13 vacant full-time positions and 27 vacant part-time positions | -\$1,806,710 |
| Eliminate 11 vacant positions resulting from FY09 RIP | -\$939,580 |
| Subtotal: program reductions | -\$3,659,440 |
| Grand Total: net decrease (tax supported) | -\$2,517,460 |

Public Testimony: The Council's operating budget public hearings are beginning at the time of this printing. Council staff will identify concerns raised in testimony and correspondence for subsequent Committee worksessions.

Council staff summary: This is the second consecutive fiscal year that the Library Department is taking significant program reductions. Staffing is taking a particularly large hit for FY10; although mostly vacant, the loss of positions means operating with a significantly smaller complement moving forward.

If additional reductions are required to meet affordability constraints, Council staff sees possible reductions in two areas only: additional materials reductions and reduction in branch operating hours (which could require further staff reductions).

FY10 EXPENDITURE ISSUES

I. MATERIALS

The Executive recommends a reduction in materials collection of \$612,520. This represents a 10% reduction from last year's materials budget of \$6.125 million and would result in a total FY10 materials budget of \$5.513 million.

The FY09 savings plan included a reduction of \$787,420. Thus, the Department anticipates spending only \$5.338 million of its \$6.125 million FY09 budget; this amount is less than what is recommended for FY10. **It also means a larger two year reduction in actual materials collected than is reflected in the year to year budget reduction.**

Table 3 below shows the ten year trends for the materials budget.

Table 3: Library Materials Budgets FY01-FY10

| | Total Library Operating Budget | Total Materials | Materials budget diff from prior year | Materials as % of total op bud |
|------|--------------------------------|-----------------|---------------------------------------|--------------------------------|
| FY01 | \$30,162,800 | \$6,170,510 | | 20.46% |
| FY02 | \$30,316,590 | \$6,062,510 | -\$108,000 | 20.00% |
| FY03 | \$30,561,150 | \$5,012,510 | -\$1,050,000 | 16.40% |
| FY04 | \$31,033,550 | \$4,830,475 | -\$182,035 | 15.57% |
| FY05 | \$31,921,900 | \$5,017,700 | \$187,225 | 15.72% |
| FY06 | \$34,383,690 | \$5,333,710 | \$316,010 | 15.51% |
| FY07 | \$38,357,360 | \$5,931,710 | \$598,000 | 15.46% |
| FY08 | \$40,466,660 | \$6,325,150 | \$393,440 | 15.63% |
| FY09 | \$40,405,130 | \$6,125,150 | -\$200,000 | 15.16% |
| FY10 | \$37,921,690 | \$5,512,630 | -\$612,520 | 14.54% |

The chart shows that the materials budget has risen and fallen with the budget cycle and has been a target for reductions when resources are limited. **In total dollar terms, the Executive's FY10 recommended level is less than ten years ago, but not the lowest point in this time period.** As a percent of total spending, the proportion spent on materials has steadily declined and FY10 would be the lowest share in this period.

As context, the total number of branches is the same in this ten year period, although a number of branches have reopened in larger or expanded facilities (most notably Rockville and Germantown). Circulation per capita has decreased slightly while

the total number of items circulated has increased slightly. It is difficult to quantify some of the other changes in use during this period, including increased visits to access computer resources and increased use of electronic resources (some of which are purchased with the materials funds).

Council staff recommendation: Concur with the County Executive. Additional Council reductions would be possible if necessary.

Although Council staff recognizes the impact of the proposed reduction on materials and collection, **Council staff concurs with the Executive's recommendation** due to budget constraints.

In addition, Council staff suggests that materials is an area which the Committee could reduce further if necessary to meet affordability guidelines. Reductions affect operations and potentially customer satisfaction but do not further reduce staff. **The Committee may want to consider increments of \$100,000.** An additional reduction of up to \$500,000 would revert to FY03 and FY05 levels; a \$682,000 reduction would match the lowest 10 year level of FY04.

II. POSITIONS

The Executive's recommendation eliminates a total of 53 positions at a total savings of nearly \$2.9 million. Of the 53 positions slated for elimination:

- 51 are vacant;
- 13 have been vacant for over one year;
- 11 were abolished following the FY09 Retirement Incentive Program;
- 2 part-time senior librarian positions are filled;
- A current total of 3 vacancies remain in the Department that are not slated for elimination.

Impact: MCPL has been operating below its approved complement for quite some time due to the savings plans and hiring freezes of the past two fiscal years. Attached on circle 9 is a table showing the 40 vacant positions not associated with last year's RIP and the length of time they have been vacant. The vacancy duration ranges from 7 weeks to 99 weeks, with 17 positions vacant less than 20 weeks, 15 vacant between 20 and 60 weeks, and 8 vacant longer than 60 weeks.

The 11 positions associated with the FY09 RIP have been vacant since July 1. MCPL reports (circle 11) that a total of 21 employees retired under the RIP in FY09 and 10 resulting vacancies were filled throughout the fiscal year.

MCPL reports that branches are functioning at the lower staff levels with impact on available programming and customer service. As an example, MCPL reports that programs have to accommodate more people within fewer offerings, resulting in larger class sizes (program attendance information is on circle 18). Also, customer service functions such as information desk responses can become backed-up during peak times.

MCPL has implemented a “circle of support” system where libraries close together in a region distribute staff among themselves when necessary to cover vacancies or absences.

Trends: Table 4 below shows the ten year trends for approved positions and workyears.

Table 4: Library Positions FY01-FY10

| | Total Library Op Budget | Appvd positions | Appvd WY |
|-------------|----------------------------|--------------------|-------------|
| FY01 | \$30,162,800 | 483 | 430.6 |
| FY02 | \$30,316,590 | 486 | 427.3 |
| FY03 | \$30,561,150 | 477 | 416.0 |
| FY04 | \$31,033,550 | 457 | 406.7 |
| FY05 | \$31,921,900 | 444 | 401.9 |
| FY06 | \$34,383,690 | 444 | 403.2 |
| FY07 | \$38,357,360 | 498 | 419.9 |
| FY08 | \$40,466,660 | 498 | 427.6 |
| FY09 | \$40,405,130 | 481 | 426.4 |
| FY10 | \$37,921,690 | 428 | 388.1 |

This table also shows that positions have gone up and down with budget cycles. **However, it reflects that FY10 would have a significantly lower overall complement from 10 years ago and from the 10 year high reached 3 years ago in FY07 and FY08.** Again, while the number of branches is the same, many are larger and many other functions, such as programming and access to technology resources, have increased.

Branch Staffing: Council staff prepared the table on circle 13 that shows staffing by branch. The table shows the FY10 recommendation compared to FY05 positions and workyears, the year with the lowest staff complement in the ten year period, and FY09, a higher (although not the highest) staff complement year. The table shows the following:

- For FY10, 17 of the 23 branches and centers have a reduced staff complement from FY09, while 5 remained the same and one increased;
- The total branch staffing positions recommended for FY10 of 364 is lower than the FY05 total of 387;
- Non-branch administration, including functions such as collection management and technology support, increased from 57 total positions in FY05 to 64 total positions in FY10, mostly in collection management and technology;
- While these administrative functions increased in positions, the number of non-branch administration workyears increased by just under 2 WY, indicating a similar overall level of effort in these areas.

Substitute Budget Reduction: The Executive also recommends a 28% reduction in substitute hours. This is the second year in a row that the substitute budget has been reduced, from a total of \$735,000 in FY08 to a recommended level of \$480,660 in FY10. The FY08 level supported approximately 680 hours per week of substitute time system-wide; the FY10 level would support approximately 420 hours per week system-wide.

The Department discusses the allocation of the hours and the impact of the reduction on circles 11-12 and states that the reduction will in part limit the ability to plan and implement system-wide efforts through coordinating branch staff.

Council staff recommendation: Concur with the County Executive. No further staff reductions appear feasible within current operations. The combination of reduced complement and reduced substitute budget will limit the system's flexibility to address evolving staff issues. The Committee may want to receive updates on customer service indicators in FY10 to monitor the impact on branch operations.

III. LIBRARY HOURS

The Executive's recommended budget maintains current hours of operations at all library branches. This was clearly a high budget priority for the Executive, as reductions were taken in nearly every other aspect of library functions.

Council staff does not recommend a reduction in hours unless necessary due to fiscal constraints. However, if budget resources are significantly limited as the Council approaches final budget action, the other major area for possible savings in the Department of Libraries is a reduction in library hours.

It is important to note that a reduction in hours could require a reduction in staffing to achieve significant savings, as personnel is the primary cost element to operating a library branch. Given that MCPL has 3 current vacancies, major staff reductions are not likely to be absorbed in the remaining complement.

The Office of Legislative Oversight is working with Council staff to develop a budget analysis of library hours and options for reduction, if necessary, for Council consideration. This analysis will be prepared for the Committee's next review of the library budget, tentatively scheduled for April 24.

Budget context: In FY04, the Executive reduced library hours as part of the mid-year savings plan and recommended that the reduction be annualized in the FY05 budget. The proposed FY05 full-year reduction was to reduce library hours by four hours per week at seven of the largest library branches. The total savings were \$454,390 and 7.5WY.

The Council reduced less than recommended by the Executive for FY05, adding funds to restore some of the library hours and reduce lapse assumptions so that vacant positions could be filled. The result was a reduction of four hours per week at three libraries, approximately \$210,120 and 3.5WY.

To develop an analysis for FY10, Council staff requested savings estimates of potential hours reduction scenarios (questions and response attached on circles 14-16). MCPL has provided information about Sunday hours, the total cost of which is \$474,000 (circle 14); and potential savings associated with hypothetical hour reductions of three

hours per week at three libraries, totaling \$47,340 in these preliminary calculations. MCPL has also provided information on branch hours and circulation by branch, date, and time. OLO and Council staff will work with this information to develop further analysis and options for the Committee to consider.

Trend information: Library hours have increased over the last ten years. The FY04 reduction reduced total weekly system hours from 1,041.5 in FY03 to 1,017.5 in FY04. For FY08, DPL reports a weekly system total of 1,164.5 hours.

Historical information about circulation, visits, and other use measures is not consistently available. As context for current use, MCPL has provided the following:

- Branch hours per week (circle 17)
- FY08 Program Attendance Report (circle 18)
- FY08 circulation by branch (circle 19)
- FY08 and FY09 foot traffic report (circle 20)

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Public Libraries

MISSION STATEMENT

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

BUDGET OVERVIEW

The total recommended FY10 Operating Budget for the Department of Public Libraries is \$37,921,690, a decrease of \$2,483,440 or 6.1 percent from the FY09 Approved Budget of \$40,405,130. Personnel Costs comprise 80.5 percent of the budget for 231 full-time positions and 197 part-time positions for 388.1 workyears. Operating Expenses account for the remaining 19.5 percent of the FY10 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*
- ❖ *Vital Living for All of Our Residents*

DEPARTMENT PERFORMANCE MEASURES

This table presents the department's headline measures or submeasures that relate to multiple programs including projections from FY09 through FY11. These estimates reflect funding based on the FY09 savings plan, the FY10 budget, and funding for comparable service levels in FY11.

| Measure | Actual FY07 | Actual FY08 | Estimated FY09 | Projected FY10 | Projected FY11 |
|---|-------------|-------------|----------------|----------------|----------------|
| Headline Measures | | | | | |
| Average number of items checked out annually per County resident | 11.4 | 11.7 | 11.8 | 11.9 | 11.3 |
| Average number of visits made annually per County resident | 6.3 | 9.6 | 9.5 | 9.4 | 7.8 |
| Cost per circulation | 3.33 | 3.43 | 3.23 | 3.17 | 3.31 |
| Percentage of Library customers satisfied based on the Library customer survey results ¹ | NA | 96% | NA | TBD | TBD |
| Impact of Library services on community ² | NA | NA | NA | NA | NA |

¹ A comprehensive survey was conducted in April 2008. No comprehensive survey is planned for FY09. A future survey schedule is to be determined.

² Under construction.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Maintain current hours of operations at the County's 21 library branches.*
- ❖ *In FY08, there were 3.47 million physical items (books, audio formats, video formats circulated (checked out) 11.4 million times and over 46 high-quality electronic reference sources searched almost 800,000 times.*
- ❖ *The Public Libraries' web site, the most popular in County Government, was visited more than three million times in FY08. Its actively managed, refreshed content reflects community participation, and includes "Kidsite," "Teensite," "Seniorsite," "Reader's Café" and "BizInfo."*
- ❖ *There were over 6,400 programs presented in FY08, including 1,500 English conversation clubs, 1,900 pre-school events, and a summer reading program with 29,000 participants.*
- ❖ *Productivity Improvements*

- Updated branch public computer images to make them more usable.
- Implemented "Circles of Support" concept to improve branch response to unexpected absences and short-term staffing shortages.
- Implemented restructuring of Collection and Technology Management division to better focus on technology management, virtual services, collection development, and coordination with public services.
- Updated staffing structure of branches, providing each branch with a more uniform management and team leadership complement, and rebalanced branch staffs based on usage and workload data.

PROGRAM CONTACTS

Contact Eric Carzon of the Department of Public Libraries at 240.777.0048 or Charles Goldsmith of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Collection and Technology Management

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

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

| Program Performance Measures | Actual FY07 | Actual FY08 | Estimated FY09 | Projected FY10 | Projected FY11 |
|--|-------------|-------------|----------------|----------------|----------------|
| Average number of items checked out annually per County resident | 11.4 | 11.7 | 11.8 | 11.9 | 11.3 |
| Average number of visits made annually per County resident | 6.3 | 9.6 | 9.5 | 9.4 | 7.8 |
| Number of visits to the library's website ¹ | 1,632,923 | 3,135,370 | 3,074,560 | 3,074,560 | 3,074,560 |

¹ FY08 and beyond based on new Web Trends report data from the Department of Technology Services. Actual data for five months in FY08 was averaged over 12 months to calculate actual use.

| FY10 Recommended Changes | Expenditures | WYs |
|--|------------------|-------------|
| FY09 Approved | 9,570,820 | 36.3 |
| Increase Cost: Interjurisdictional (Area Access) Grant | 3,000 | 0.0 |
| Reduce: Materials Collection by 10% | -612,520 | 0.0 |
| Miscellaneous adjustments, including Retirement Incentive program, negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -18,220 | -1.0 |
| FY10 CE Recommended | 8,943,080 | 35.3 |

Library Services to the Public

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

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

- Children's Resource Collection - A special collection for day care providers is available at the Rockville Library.
- Multicultural Services - Provides an outreach service which encourages the use of the library for English language experience and for information. Collections in Spanish, Chinese, Vietnamese, French, and Korean are provided in selected branches. Language learning labs with specialized software are provided at certain branches and library staff facilitate and provide facilities for volunteer conversation clubs, which assist residents in practicing their English skills. Library staff throughout the system are also formally certified to provide services in several languages, to better assist residents with limited English proficiency.
- Montgomery County Correctional Facility Library - Provides law materials for inmates, as well as recreational and informational reading materials.
- Literacy Council of Montgomery County - Provides tutorial services for adult beginning readers, which is complemented by adult beginning-to-read materials in many libraries.
- Mobile Services - Provides access to library services by van at selected sites on a weekly or bi-weekly basis, focusing on children in subsidized day care, low-income neighborhoods, and at Housing Opportunity Commission (HOC) sites.
- Disability Resources Center (formerly known as the Special Needs Library) - Serves the information and reading needs of people with disabilities, their family members, caretakers, students, and service providers. This library service is located at the Rockville Library. Services provided include:
 - the Library of Congress Talking Book Program for People with Visual, Physical, and Learning Disabilities
 - large print books
 - disability resources collection
 - book delivery services to nursing homes and to individuals who are homebound
 - computer lab with assistive technology, including Kurzweil readers for people with disabilities
 - library services for the Deaf and Hard of Hearing communities.
- Business/Government Specialties - Located at the Rockville Library, this allows residents, local business persons, and government officials to find information produced by and about government, and information important to business.
- Health Information Center - Located at the Wheaton Library, this Center provides patrons with consumer-oriented health care information, so they can be better informed and more actively participate in their personal health care.
- Noyes Library for Young Children - Located in the oldest public library building in the Washington area, this library serves as a systemwide resource and model library for early learning and early literacy. It is devoted to service to children.

| Program Performance Measures | Actual FY07 | Actual FY08 | Estimated FY09 | Projected FY10 | Projected FY11 |
|---|--------------------|--------------------|-----------------------|-----------------------|-----------------------|
| Internet/computer session utilization | 911,011 | 995,960 | 995,960 | 995,960 | 995,960 |
| Number of items checked out (circulation) ¹ | 11,035,540 | 11,451,481 | 11,680,510 | 11,914,120 | 11,414,120 |
| Number of library visits ² | 6,075,786 | 9,361,410 | 9,361,410 | 9,361,410 | 7,861,410 |
| Percentage of Library customers satisfied based on the Library customer survey results ³ | NA | 96% | NA | TBD | TBD |
| Impact of Library services on community ⁴ | NA | NA | NA | NA | NA |

¹ Projections account for closing of branch(es) for renovation in FY11. Projected increase in circulation of 2% per year for population growth and strategic efforts to improve services.

² Increase in FY07 to FY08 visits per capita is the result of a correction to a long-standing formula error that was under counting visits to the library. Projections account for closing of branches for renovation in FY11.

³ A comprehensive survey was conducted in April 2008. No comprehensive survey is planned for FY09. A future survey schedule is to be determined.

⁴ Under construction.

| FY10 Recommended Changes | Expenditures | WYs |
|--|---------------------|--------------|
| FY09 Approved | 27,051,430 | 370.3 |
| Increase Cost: Special Needs Grant (Division of Library Development and Services) | 21,020 | 0.0 |
| Decrease Cost: Central Duplicating Deficit Recovery Charge | -3,120 | 0.0 |
| Decrease Cost: Branch Supplies | -12,000 | 0.0 |
| Decrease Cost: Telecommunications | -14,150 | 0.0 |
| Decrease Cost: Training, Travel, Conferences | -15,000 | 0.0 |
| Decrease Cost: Reduction of Master Lease for Circulation Server | -53,900 | 0.0 |
| Reduce: Eliminate Part-time Senior Librarian positions (2 remaining) | -111,880 | -1.0 |
| Reduce: Decrease branch staffing by reducing substitute budget | -188,750 | -5.3 |
| Reduce: Eliminate 12 vacant full-time and 3 vacant part-time positions | -889,910 | -13.5 |
| Reduce: Eliminate 1 vacant full-time and 24 vacant part-time positions | -916,800 | -13.0 |
| Miscellaneous adjustments, including Retirement Incentive program, negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 481,630 | -3.5 |
| FY10 CE Recommended | 25,348,570 | 334.0 |

Administration, Outreach, and Support Services

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

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

| Program Performance Measures | Actual FY07 | Actual FY08 | Estimated FY09 | Projected FY10 | Projected FY11 |
|-------------------------------------|------------------------|------------------------|---------------------------|---------------------------|---------------------------|
| Cost per circulation | 3.33 | 3.43 | 3.23 | 3.17 | 3.31 |

| FY10 Recommended Changes | Expenditures | WYs |
|--|---------------------|-------------|
| FY09 Approved | 3,782,880 | 19.8 |
| Increase Cost: Staff Development Grant | 10,000 | 0.0 |
| Increase Cost: Public Copying Maintenance/Lease | 8,980 | 0.0 |
| Increase Cost: Printing and Mail Adjustments | 2,780 | 0.0 |
| Decrease Cost: Membership & Association Fees | -5,000 | 0.0 |
| Miscellaneous adjustments, including Retirement Incentive program, negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -169,600 | -1.0 |
| FY10 CE Recommended | 3,630,040 | 18.8 |

BUDGET SUMMARY

| | Actual FY08 | Budget FY09 | Estimated FY09 | Recommended FY10 | % Chg Bud/Rec |
|--|-------------------|-------------------|-------------------|---------------------|------------------|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 22,531,329 | 23,447,870 | 22,477,660 | 22,000,470 | -6.2% |
| Employee Benefits | 8,154,317 | 8,692,940 | 8,081,660 | 8,367,730 | -3.7% |
| County General Fund Personnel Costs | 30,685,646 | 32,140,810 | 30,559,320 | 30,368,200 | -5.5% |
| Operating Expenses | 8,555,934 | 8,114,720 | 7,184,910 | 7,369,870 | -9.2% |
| Capital Outlay | 0 | 0 | 0 | 0 | — |
| County General Fund Expenditures | 39,241,580 | 40,255,530 | 37,744,230 | 37,738,070 | -6.3% |
| PERSONNEL | | | | | |
| Full-Time | 238 | 243 | 243 | 230 | -5.3% |
| Part-Time | 259 | 237 | 237 | 197 | -16.9% |
| Workyears | 425.6 | 424.4 | 424.4 | 386.1 | -9.0% |
| REVENUES | | | | | |
| Library Collection Agency | 0 | 275,000 | 275,000 | 300,000 | 9.1% |
| Library Lost Book Fines | 70,026 | 78,000 | 78,000 | 78,000 | — |
| Library Meeting Room Reimbursement from CUPF | 12,882 | 11,000 | 11,000 | 12,000 | 9.1% |
| Public Libraries: Retirement | 2,304,807 | 2,666,000 | 2,666,000 | 2,666,000 | — |
| Library Fines | 1,322,134 | 1,169,150 | 1,169,150 | 1,070,000 | -8.5% |
| Library Reader Printer Fees | 476 | 600 | 600 | 600 | — |
| Public Libraries: Operations | 2,597,232 | 2,609,970 | 2,609,970 | 2,609,970 | — |
| Library Other Fees | 3,101 | 0 | 0 | 0 | — |
| Sale of Merchandise | 0 | 8,000 | 8,000 | 6,000 | -25.0% |
| Library Book Sales | 41,590 | 35,000 | 35,000 | 40,000 | 14.3% |
| Session Mgmt: Libraries | 113,873 | 120,000 | 120,000 | 120,000 | — |
| Coin Copier: Libraries | 64,870 | 80,000 | 80,000 | 80,000 | — |
| Federal Telcom Act of 1996 | 0 | 70,000 | 70,000 | 20,000 | -71.4% |
| County General Fund Revenues | 6,530,991 | 7,122,720 | 7,122,720 | 7,002,570 | -1.7% |
| GRANT FUND MCG | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 82,735 | 93,940 | 100,220 | 110,910 | 18.1% |
| Employee Benefits | 34,103 | 27,700 | 27,700 | 30,270 | 9.3% |
| Grant Fund MCG Personnel Costs | 116,838 | 121,640 | 127,920 | 141,180 | 16.1% |
| Operating Expenses | 30,342 | 27,960 | 32,530 | 42,440 | 51.8% |
| Capital Outlay | 0 | 0 | 0 | 0 | — |
| Grant Fund MCG Expenditures | 147,180 | 149,600 | 160,450 | 183,620 | 22.7% |
| PERSONNEL | | | | | |
| Full-Time | 1 | 1 | 1 | 1 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| Workyears | 2.0 | 2.0 | 2.0 | 2.0 | — |
| REVENUES | | | | | |
| Area Access: Patron Access | 55,100 | 55,100 | 58,100 | 58,100 | 5.4% |
| Staff Development | 13,500 | 13,500 | 15,500 | 23,500 | 74.1% |
| Parent-Child Mother Goose Program | 3,782 | 0 | 0 | 0 | — |
| NASA Space Science Grant | 1,646 | 0 | 0 | 0 | — |
| Library Public Services Special Needs DLDS | 73,152 | 81,000 | 81,000 | 102,020 | 26.0% |
| Gates Foundation Opportunity Grant | 0 | 0 | 5,850 | 0 | — |
| Grant Fund MCG Revenues | 147,180 | 149,600 | 160,450 | 183,620 | 22.7% |
| DEPARTMENT TOTALS | | | | | |
| Total Expenditures | 39,388,760 | 40,405,130 | 37,904,680 | 37,921,690 | -6.1% |
| Total Full-Time Positions | 239 | 244 | 244 | 231 | -5.3% |
| Total Part-Time Positions | 259 | 237 | 237 | 197 | -16.9% |
| Total Workyears | 427.6 | 426.4 | 426.4 | 388.1 | -9.0% |
| Total Revenues | 6,678,171 | 7,272,320 | 7,283,170 | 7,186,190 | -1.2% |

FY10 RECOMMENDED CHANGES

| | Expenditures | WYs |
|--|-------------------|--------------|
| COUNTY GENERAL FUND | | |
| FY09 ORIGINAL APPROPRIATION | 40,255,530 | 424.4 |
| Changes (with service impacts) | | |
| Reduce: Eliminate Part-time Senior Librarian positions (2 remaining) [Library Services to the Public] | -111,880 | -1.0 |
| Reduce: Decrease branch staffing by reducing substitute budget [Library Services to the Public] | -188,750 | -5.3 |
| Reduce: Materials Collection by 10% [Collection and Technology Management] | -612,520 | 0.0 |
| Reduce: Eliminate 12 vacant full-time and 3 vacant part-time positions [Library Services to the Public] | -889,910 | -13.5 |
| Reduce: Eliminate 1 vacant full-time and 24 vacant part-time positions [Library Services to the Public] | -916,800 | -13.0 |
| Reduce: Eliminate 11 line staff via Retirement Incentive Program (RIP) | -939,580 | -5.5 |
| Other Adjustments (with no service impacts) | | |
| Increase Cost: Annualization of FY09 Personnel Costs | 704,710 | 0.0 |
| Increase Cost: Service Increment | 251,390 | 0.0 |
| Increase Cost: Retirement Adjustment | 162,240 | 0.0 |
| Increase Cost: Annualization of FY09 Service Increment | 83,520 | 0.0 |
| Increase Cost: Group Insurance Adjustment | 72,450 | 0.0 |
| Increase Cost: Public Copying Maintenance/Lease [Administration, Outreach, and Support Services] | 8,980 | 0.0 |
| Increase Cost: Printing and Mail Adjustments [Administration, Outreach, and Support Services] | 2,780 | 0.0 |
| Decrease Cost: Central Duplicating Deficit Recovery Charge [Library Services to the Public] | -3,120 | 0.0 |
| Decrease Cost: Membership & Association Fees [Administration, Outreach, and Support Services] | -5,000 | 0.0 |
| Decrease Cost: Branch Supplies [Library Services to the Public] | -12,000 | 0.0 |
| Decrease Cost: Telecommunications [Library Services to the Public] | -14,150 | 0.0 |
| Decrease Cost: Training, Travel, Conferences [Library Services to the Public] | -15,000 | 0.0 |
| Decrease Cost: Motor Pool Rate Adjustment | -40,920 | 0.0 |
| Decrease Cost: Reduction of Master Lease for Circulation Server [Library Services to the Public] | -53,900 | 0.0 |
| FY10 RECOMMENDED: | 37,738,070 | 386.1 |
| GRANT FUND MCG | | |
| FY09 ORIGINAL APPROPRIATION | 149,600 | 2.0 |
| Other Adjustments (with no service impacts) | | |
| Increase Cost: Special Needs Grant (Division of Library Development and Services) [Library Services to the Public] | 21,020 | 0.0 |
| Increase Cost: Staff Development Grant [Administration, Outreach, and Support Services] | 10,000 | 0.0 |
| Increase Cost: Motor Pool Rate Adjustment | 7,130 | 0.0 |
| Increase Cost: Interjurisdictional (Area Access) Grant [Collection and Technology Management] | 3,000 | 0.0 |
| Technical Adj: Motor Pool Rate Adjustment | -7,130 | 0.0 |
| FY10 RECOMMENDED: | 183,620 | 2.0 |

PROGRAM SUMMARY

| Program Name | FY09 Approved | | FY10 Recommended | |
|--|-------------------|--------------|-------------------|--------------|
| | Expenditures | WYs | Expenditures | WYs |
| Collection and Technology Management | 9,570,820 | 36.3 | 8,943,080 | 35.3 |
| Library Services to the Public | 27,051,430 | 370.3 | 25,348,570 | 334.0 |
| Administration, Outreach, and Support Services | 3,782,880 | 19.8 | 3,630,040 | 18.8 |
| Total | 40,405,130 | 426.4 | 37,921,690 | 388.1 |

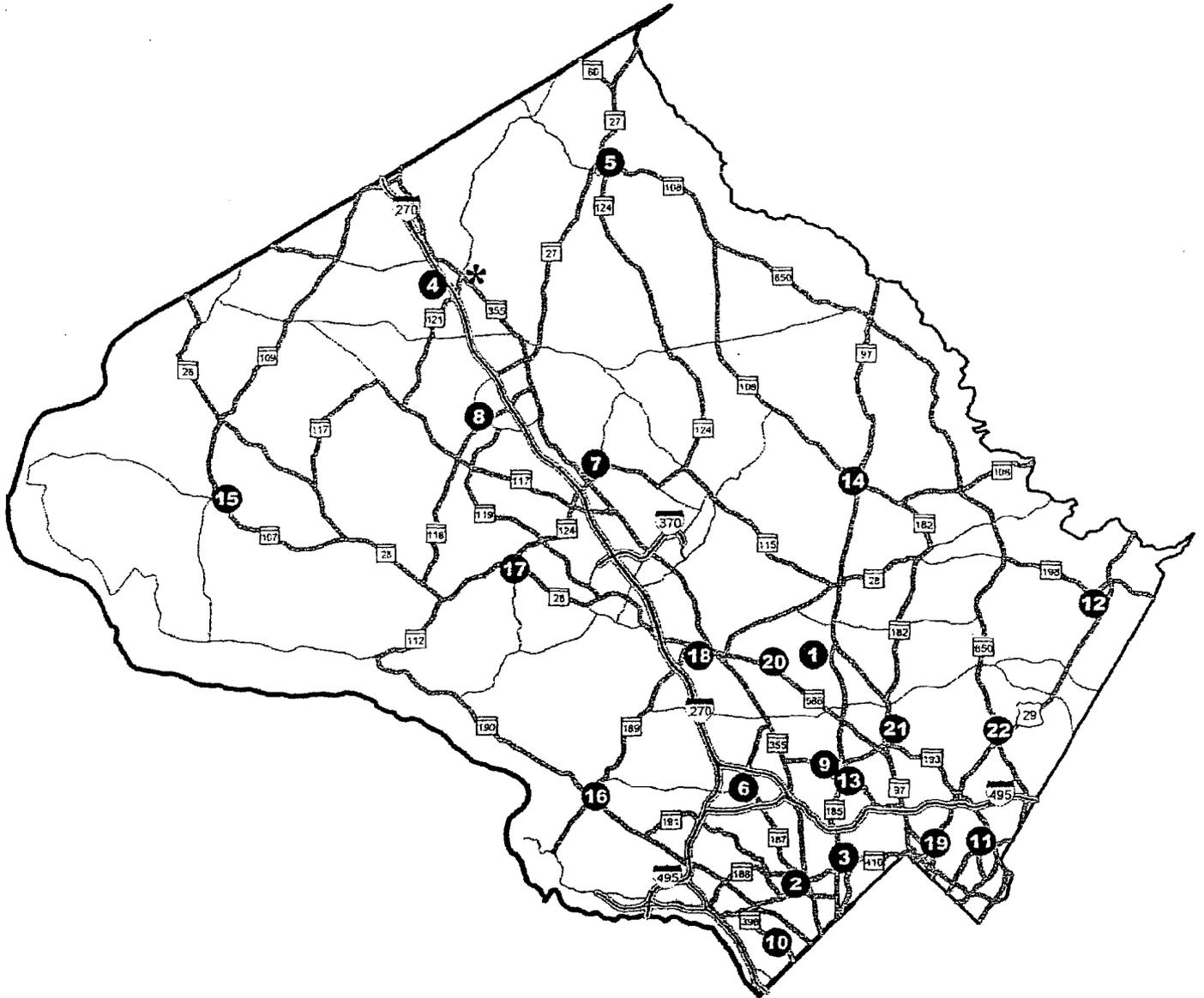
CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY09 | | FY10 | |
|-------------------------------|---------------------|---------|-----|---------|-----|
| | | Totals | WYs | Totals | WYs |
| COUNTY GENERAL FUND | | | | | |
| Correction and Rehabilitation | County General Fund | 223,650 | 2.2 | 137,690 | 1.7 |

FUTURE FISCAL IMPACTS

| Title | CE REC. | | | (\$000's) | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
| This table is intended to present significant future fiscal impacts of the department's programs. | | | | | | |
| COUNTY GENERAL FUND | | | | | | |
| Expenditures | | | | | | |
| FY10 Recommended | 37,738 | 37,738 | 37,738 | 37,738 | 37,738 | 37,738 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| Compensation NDA: Labor Contracts | 0 | 124 | 124 | 124 | 124 | 124 |
| These figures represent the estimated cost of service increments and associated benefits. | | | | | | |
| Subtotal Expenditures | 37,738 | 37,862 | 37,862 | 37,862 | 37,862 | 37,862 |

Montgomery County, Maryland Public Libraries



BRANCHES

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

* These eight libraries are open on Sunday from Labor Day through Memorial Day

| IndexTitle | Pos Num | JobClassTitle | Effective Date | Grade | WY | F/P | Days Vacant | Weeks Vacant |
|-----------------------|-----------|------------------------|----------------|-------|-------------|-----|-------------|--------------|
| Aspen Hill | 5424 | Library Assistant I | 01-Jul-08 | 13 | 1 | F | 282 | 40 |
| Bethesda | 5674 | Librarian I | 07-Dec-08 | 21 | 1 | F | 123 | 17 |
| Bethesda | 10777 | Library Desk Assistant | 20-Aug-08 | 12 | 0.5 | P | 232 | 33 |
| Bethesda | 15387 | Library Aide | 19-Jan-09 | 8 | 0.5 | P | 80 | 11 |
| Chevy Chase | 10221 | Library Assistant I | 09-Nov-08 | 13 | 0.5 | P | 151 | 21 |
| Damascus | 5472 | Library Assistant I | 18-Jan-09 | 13 | 1 | F | 81 | 11 |
| Davis | 5498 | Librarian I | 01-May-07 | 21 | 0.5 | P | 709 | 101 |
| Praisner | 12664 | Sr. Librarian | 23-Nov-08 | 25 | 0.5 | P | 137 | 19 |
| Praisner | 5514 | Librarian I | 01-Nov-08 | 21 | 0.5 | P | 159 | 22 |
| Praisner | 5509 | Library Assistant I | 11-Dec-07 | 13 | 0.5 | P | 485 | 69 |
| Gaithersburg | 5548 | Sr. Librarian | 06-Jul-08 | 25 | 1 | F | 277 | 39 |
| Gaithersburg | 5646 | Librarian I | 01-Nov-08 | 21 | 0.5 | P | 159 | 22 |
| Gaithersburg | 11537 | Library Associate II | 01-Nov-08 | 21 | 0.5 | P | 159 | 22 |
| Gaithersburg | 5484 | Library Desk Assistant | 14-Oct-07 | 12 | 0.5 | P | 543 | 77 |
| Germantown | 12666 | Sr. Librarian | 11-Nov-07 | 25 | 0.5 | P | 515 | 73 |
| Germantown | 10214 | Librarian I | 01-Mar-08 | 21 | 1 | F | 404 | 57 |
| Germantown | 5562 | Librarian I | 17-Oct-08 | 21 | 0.5 | P | 174 | 24 |
| Kensington Park | 12308 | Library Assistant I | 03-Feb-08 | 13 | 0.5 | P | 431 | 61 |
| Long Branch | 14234 | Library Assistant I | 03-Jul-08 | 13 | 0.5 | P | 280 | 39 |
| Long Branch | 14237 | Library Desk Assistant | 01-Mar-08 | 12 | 0.5 | P | 404 | 57 |
| Olney | 5631 | Librarian I | 23-Nov-08 | 21 | 0.5 | P | 137 | 19 |
| Olney | 5623 | Library Assistant I | 01-Feb-09 | 13 | 1 | F | 67 | 9 |
| Olney | 5737 | Library Assistant I | 10-Mar-08 | 13 | 0.5 | P | 395 | 56 |
| Potomac | 5649 | Librarian I | 01-Feb-09 | 21 | 0.5 | P | 67 | 9 |
| Potomac | 10216 | Library Assistant I | 09-Dec-07 | 13 | 0.5 | P | 487 | 69 |
| Quince Orchard | 5722 | Librarian I | 01-Nov-07 | 21 | 0.5 | P | 525 | 74 |
| Quince Orchard | 5718 | Library Assistant I | 09-Nov-08 | 13 | 0.5 | P | 151 | 21 |
| Quince Orchard | 13787 | Library Desk Assistant | 16-Aug-08 | 12 | 0.5 | P | 236 | 33 |
| Rockville | 5546 | Sr. Librarian | 28-Sep-08 | 25 | 1 | F | 193 | 27 |
| Rockville | 5703 | Librarian I | 24-Jun-07 | 21 | 0.5 | P | 655 | 93 |
| Rockville | 5706 | Library Associate II | 01-Feb-09 | 21 | 1 | F | 67 | 9 |
| Rockville | 15365 | Librarian I | 09-Nov-08 | 21 | 0.5 | P | 151 | 21 |
| Silver Spring | 5691 | Librarian I | 20-Jan-08 | 21 | 0.5 | P | 445 | 63 |
| Wheaton | 5751 | Librarian I | 01-Feb-09 | 21 | 0.5 | P | 67 | 9 |
| Wheaton | 5742 | Info Technology Tech I | 20-Jul-08 | 14 | 1 | F | 263 | 37 |
| Wheaton | 10763 | Library Assistant I | 03-Feb-08 | 13 | 0.5 | P | 431 | 61 |
| Wheaton | 5776 | Library Assistant I | 01-Feb-09 | 13 | 1 | F | 67 | 9 |
| Acquisitions | 5786 | Sr. Librarian | 01-Feb-09 | 25 | 1 | F | 67 | 9 |
| Virtual Services | 5678 | Sr. Librarian | 17-Aug-08 | 25 | 1 | F | 235 | 33 |
| Technology Management | 11604 | Info Technology Tech I | 25-May-08 | 14 | 1 | F | 319 | 45 |
| | 40 | | | | 26.5 | | | |

9

Library FY10 operating budget questions

Materials

A brief review of staff notes and packets shows CE or CC decreases to the materials budget in FY01-04, increases (above new library materials) in FY05-08, then a reduction in FY09.

- What is the total materials budget recommended for FY10? \$5.512 m
- I would like to track the recent history of the additions and subtractions to the materials budget and the base amount. Has any similar analysis been completed as part of the budget preparation to date? If not, please confirm for me the marginal changes and the total approved material budget amounts for each year FY05-09.
 - FY05 - \$5,017,700 (CE proposed \$173,100 increase, Council approved)
 - FY06 - \$5,333,710 (CE proposed \$388,000 total increase, Council approved \$316,010)
 - FY07 - \$5,931,710 (CE proposed \$248,000 increase, Council accepted and increased an additional \$350,000)
 - FY08 - \$6,325,150 (CE proposed \$383,980 increase, Council approved, misc. changes of \$9,460)
 - FY09 - \$6,125,150 (CE proposed \$200,000 reduction, Council approved)
 - FY10 - \$5,512,630 (CE proposes \$612,520 reduction (10%))

Positions

- In the budget, I see 42 positions proposed to be eliminated for a total savings of \$1.9 million (non-RIP). Of these, it appears that 40 are vacant. Please confirm that my totals are correct. Yes.
- For the 40 vacant positions, how long have they been vacant? Please detail the vacancy length for each. Please see attached list. The positions were required to be held vacant in order to meet both hiring freezes and savings plans in effect.
- How many other vacant positions exist in the department at this time (not slated for elimination)? How long has each of them been vacant? Three positions are currently vacant, two are actively being filled. They are the branch managers of the Marilyn J. Praisner, and Quince Orchard Branches. Both were recently vacant (February 2009 for MJ Praisner, March 2009 for Quince Orchard). The third

vacancy is a part-time Librarian 1 position, resulting from a retirement in late January.

- For the two filled positions, is there an expectation of placing the individuals in other positions? There is not enough information known at this time to say. The spirit of the County's process is to find placements for all affected employees, and the County has a good track record for doing this. The two individuals affected by the Executive's recommendation will have access to the same tools as all other employees similarly affected by Reductions in Force. We will be doing the best we can, with the help of the Office of Human Resources, to help the find other positions that they may be qualified for.
- What is the lapse assumption for FY10? \$989,402.

RIP

- How many employees did the libraries lose under the RIP process in FY09? Of these, how many positions were abolished and how many refilled? 21 employees accepted retirement under the program. 11 part-time positions were permanently abolished as a result of the program, and the remaining 10 full-time and part-time vacancies were filled in the months following the RIP.

What is the basis for the FY10 assumption of 11 positions and \$939,580 savings under the RIP? Will these positions actually be abolished in FY10? What is the overlap between the RIP assumption and the other position eliminations? (For example, if an employee in an abolished position retires under the RIP, does that decrease the total savings realized?) This budget item is not a projection. FY10 RIP savings reflect the annualized cost savings from turnover and/or position abolishments related to the FY09 Retirement Incentive Program.

Substitutes

- Following the FY09 substitute reduction, I have that the FY09 substitute budget was \$669,120. Please confirm or correct. Yes.
- For FY10, how many hours per week would the proposed budget support, and at what average hourly cost rate? Would substitution allocation practices change to meet the reduction? The FY10 level will be \$480,660, a 28% reduction from FY09. At approximately \$28/hr for information staff and \$18/hr for circulation staff, the FY10 budget level will support approximately 420 hours per week for the whole system. Branch's portion of those hours will be about 15 hours per branch, per week, assuming about equal usage of information and circulation staff. FY09's level was about 20 – 20.5 hours per week, per branch.

We are going to change our substitute allocation processes, administered by Central Administration, to manage the reduction. The capacity to have substitute staff come to a branch or unit to ensure that service desks are covered or that key

systemwide work gets done, supports a number of functions in the department that will be impacted by the reduction in this capacity. Because of the flatness of our organizational structure, we do much of our programming coordination; outreach to seniors, youth, and others; project implementation; and improvement of business processes by pulling on work groups and committees from every level of the organization.

We will redistribute the substitute funds to cover public service desks for key leave coverage issues (long-term illness or regular leave use), delivery service, materials processing, mandatory training issues, focused outreach issues and key systemwide projects.

Updates

- Please provide updates on the Mobile Services (including budget amount and circulation) and the Literacy Council (including budget amount and changes, if any).
 - The Mobile Services allocation did not change (except for increases in the underlying employee's salaries and related motor pool rates). 1.5 workyears, 2 positions are dedicated to Mobile services at an approximate cost of \$188,442.97 in personnel and \$35,800 in motor pool costs. There are also library materials costs related to Mobile Services.
 - Circulation for FY08 was 3,456, and for the first half of FY09 is 2,854.
 - The County's contribution to the Literacy Council is \$141,000, the same as for FY09.

- Please provide an update on the facility maintenance funds initiated in the DPWT budget in FY07. How much if any is budgeted to continue in FY10? How has this work progressed?
 - The \$540,000 is still in the base budget proposal for FY10. Work has progressed well on deep cleaning, there is a regular rotation of deep cleaning to all the branches, and those branches with the heaviest traffic receive mid-day cleanings to their bathroom facilities to keep them in acceptable condition. The funding has allowed us to begin addressing long-standing maintenance issues in many locations with carpeting, paint, grounds, bathrooms, and other issues. Much progress has been made in these locations (for example, the White Oak and Chevy Chase bathrooms needed substantial work in FY08), and we continue to learn of more issues as we collaboratively address these problems with the Department of General Services. In addition to cleaning issues, painting, carpeting, and bathrooms, for this year, we are developing some solutions for safety and security issues due to failing door locks and other problems, and we are working on some branch service desks to address ergonomic issues and improve the workflow and layout of the affected branches.

| MCPL Staff Complement FY05, FY09, FY10 | | | | | | |
|--|------------|---------------|------------|---------------|------------|--------------|
| Branch | FY05 Pos | FY05 WY | FY09 Pos | FY09 WY | FY10 Pos | FY10 WY |
| Aspen Hill | 18 | 12.00 | 19 | 12.50 | 17 | 11.50 |
| Bethesda | 27 | 20.50 | 23 | 17.50 | 18 | 14.50 |
| Chevy Chase | 15 | 10.50 | 17 | 11.50 | 16 | 11.00 |
| Damascus | 15 | 11.00 | 15 | 11.50 | 13 | 9.50 |
| Davis | 20 | 14.00 | 19 | 13.50 | 20 | 14.50 |
| Detention Center | 2 | 1.70 | 3 | 1.70 | 3 | 2.20 |
| Fairland/Praisner | 17 | 11.00 | 21 | 14.50 | 18 | 13.00 |
| Gaithersburg | 29 | 24.60 | 28 | 23.40 | 26 | 21.40 |
| Germantown | 22 | 17.30 | 29 | 23.10 | 25 | 20.10 |
| Kensington Park | 14 | 10.50 | 15 | 11.00 | 14 | 10.50 |
| Little Falls | 15 | 11.50 | 17 | 12.50 | 17 | 12.50 |
| Long Branch | 15 | 11.50 | 16 | 12.00 | 14 | 11.00 |
| Noyes | 3 | 2.10 | 3 | 2.10 | 3 | 2.10 |
| Olney | 19 | 14.00 | 20 | 14.50 | 16 | 12.00 |
| Poolesville | 5 | 3.50 | 7 | 4.80 | 6 | 4.30 |
| Potomac | 16 | 11.00 | 18 | 12.50 | 15 | 11.50 |
| Quince Orchard | 21 | 15.50 | 23 | 17.00 | 19 | 14.50 |
| Rockville | 28 | 21.00 | 35 | 26.00 | 29 | 22.50 |
| Silver Spring | 18 | 13.00 | 19 | 13.50 | 17 | 13.00 |
| Special Needs | 7 | 4.50 | 7 | 5.50 | 4 | 3.50 |
| Twinbrook | 14 | 11.00 | 16 | 12.00 | 16 | 12.00 |
| Wheaton | 31 | 23.50 | 28 | 23.00 | 20 | 17.00 |
| White Oak | 16 | 11.50 | 18 | 12.80 | 18 | 12.80 |
| Totals | 387 | 286.70 | 416 | 308.40 | 364 | 276.9 |
| Non-branch Admin | 57 | 52.30 | 65 | 55.66 | 64 | 54.16 |

MCPL Answers to County Council Questions
April 6, 2009

1. What is the total cost of providing Sunday hours? Is this all personnel dollars?

The total personnel cost for Sunday library service is approximately \$474,000.

Please break out positions, work years, and job classifications.

There are no specific positions in the Department dedicated only to Sunday Library Service.

Service on Sunday is delivered by a mix of about 60% substitute staffing and 40% merit system staffing. Both full time and part time merit staff work on Sundays. The Sunday budget is used to directly pay substitute and part-time merit staff. Sunday hours worked by full time staff are considered part of their 40 hour work week and the Sunday budget pays for substitute staff during the week to make up for the time worked on Sunday by those full-time merit staff.

All managers and all part-time merit staff in the Public Services Division hired after April 17, 2000 work at least two Sundays during the Sunday Service year (there are a total of 33 Sundays). The Agency Managers, Assistant Branch Managers and Library Assistant Supervisors regularly take turns serving as the person-in-charge in the eight branches with Sunday hours. The system as it operates today is an evolution of operations from an older time when Sunday was considered a completely separate "service" to the current view which integrates service on Sundays into the normal operations of the system.

Sunday service requires approximately 2.7 work years to operate at the eight branches each week for 33 weeks (September – May); and almost every public service class is involved including: Branch Manager, Sr. Librarian, Librarian II, Librarian I, Library Associate (I & II), Library Assistant Supervisor, Library Assistant I, Library Desk Assistant, Library Page, and Library Aide. The attached table shows the mix of staffing positions used in the eight branches on Sundays, but also reflects the staffing pattern used to run any of the branches on any given day.

| Branch | Information Staff | Circulation Staff | Branch Supervisor | Comment |
|------------------|-------------------|-------------------|-------------------|---|
| Bethesda | 4 | 5 | 1 | |
| Gaithersburg | 5 | 6 | 1 | |
| Germantown | 5 | 6 | 1 | |
| Marilyn Praisner | 3 | 3 | 1 | |
| Olney | 3 | 3 | 1 | |
| Rockville | 8 | 5 | 1 | Information staff complement includes Ask-a Librarian telephone/chat/IM service |
| Silver Spring | 3 | 3 | 1 | |
| Wheaton | 5 | 5 | 1 | |

Is the cost of Sundays at an individual branch 1/8th of the total?

The cost for operating on Sunday at an individual branch is not 1/8th of the total budget due to the variations in the number of staff assigned to each branch (based on historical activity levels) and the salaries of those merit and substitute staff who are working.

Questions 2 – 4 and 6.

2. **What would be the cost savings of reducing library hours across the system by four and eight hours per week? Please identify amount for personnel and materials/other operating. For personnel, please identify total work years by job classification.**
3. **Would a reduction in hours across a portion of the system be proportional to the savings for the whole system? For example, what is the cost savings for a four hour per week reduction across half of the library branches?**
4. **What cost savings would result from closing a branch one day per week? Please identify amount for personnel and materials/other operating. For personnel, please identify total work years by job classification.**
6. **If the Council were to reduce the library budget by \$500,000 associated with a reduction in library hours, what hour adjustment would this result in? For a \$1 million reduction?**

The County Executive believes strongly in the importance of access to public library services, particularly in this economic climate, and particularly with a diverse, learning community. Any hours reduction is going to limit some portion of our population's access to library services, and we believe the impact will be disproportionately worse for those who have limited transportation options, mobility issues, or work schedule limitations.

The attached display shows the circulation by hour for all open hours in the library system. While the data is for FY08, FY09 data to date is similar in distribution. What we believe it shows is that there is significant use of the library system at all hours of the day, and on all days of the week.

The second attachment shows the circulation, by branch, for the system.

Please ask us specifically for which service hours for which branches the Council wants to know the approximate costs.

In answers 2 – 4, we do not believe appreciable materials or other operating savings would be accrued. Since all the branches would be open to the public, it would not make sense to reduce the materials budget. "Other operating expenses" don't vary by the public service hour in a way we could feasibly measure.

5. If a branch were to be closed for a full year, would the personnel savings be reflected in the personnel complement for that branch? What other savings such as materials costs would be realized?

While the personnel savings would show in the complement for that branch, the process for actually reducing the staff complement would involve the whole system. Each affected class would have to have a reduction-in-force, and then staff in the system would have to be moved, depending upon the location and portfolios of the individuals actually laid off at the end of the process.

Materials savings would depend upon the branch selected. A modest savings for magazines is the most feasible. We wouldn't necessarily want to reduce the materials budget just for a one-year closure. Customers will go to other branches, and additional materials should be purchased for the surrounding branches to help with service delivery. When the branch re-opens, materials would need to be reassigned back to that branch. In any event, materials could be used elsewhere in the system.

| BASELINE: THIS IS MCPL TODAY | | | |
|--------------------------------------|---------------------|----|---|
| MCPL BRANCHES AND HOURS | | | |
| <i>x = Closed</i> | | | |
| <i>Branch</i> | <i>PSH per week</i> | | |
| | <i>PSH</i> | | |
| Aspen Hill | 55.5 | AH | |
| Bethesda | 64.0 | BE | S |
| Chevy Chase | 54.5 | CC | |
| Damascus | 55.0 | DM | |
| Davis | 55.0 | DA | |
| Fairland/Praisner | 60.0 | MP | S |
| Gaithersburg | 64.0 | GB | S |
| Germantown | 60.0 | GT | S |
| Kensington Park | 54.0 | KP | |
| Little Falls | 53.5 | LF | |
| Long Branch | 51.0 | LB | |
| Noyes Children | 24.0 | N | |
| Olney | 60.0 | OL | S |
| Poolesville | 46.0 | PV | |
| Potomac | 54.0 | PT | |
| Quince Orchard | 55.0 | QO | |
| Rockville | 64.0 | RV | S |
| Silver Spring | 60.0 | SS | S |
| Twinbrook | 56.0 | TB | |
| Wheaton | 64.0 | WH | S |
| White Oak | 55.0 | WO | |
| Totals | 1164.5 | | |
| Baseline Service Hours Total: | | | |
| | 1164.5 | | |
| | 58399.675 | | |

(5)

FY08 Program Report

| | Number of Programs Held | | | | | | Program Attendance | | | | | | Visits | |
|------------|-------------------------|----------|------|---------|-------|-------|--------------------|--------------|----------|-------------|-----------|---------|--------|-----|
| | Pre # | School # | YA # | Adult # | All # | Total | Pre Atnd. | School Atnd. | YA Atnd. | Adult Atnd. | All Atnd. | Total | In | Out |
| ASPEN HILL | 85 | 33 | 10 | 169 | 7 | 304 | 3,548 | 1,281 | 512 | 1,744 | 798 | 7,883 | 8 | 20 |
| BETHESDA | 111 | 75 | 14 | 115 | 9 | 324 | 7,929 | 4,000 | 336 | 2,501 | 732 | 15,498 | 6 | 78 |
| CHEVYCHASE | 156 | 9 | 1 | 31 | 5 | 202 | 4,811 | 793 | 4 | 317 | 482 | 6,407 | 2 | 15 |
| DAMASCUS | 142 | 65 | 60 | 57 | 12 | 336 | 4,193 | 4,118 | 1,629 | 419 | 3,343 | 13,702 | 11 | 109 |
| DAVIS | 40 | 12 | 2 | 141 | 2 | 197 | 1,537 | 669 | 64 | 1,841 | 125 | 4,236 | 58 | 5 |
| FAIRLAND | 107 | 87 | 83 | 247 | 27 | 551 | 3,452 | 4,296 | 2,345 | 1,502 | 855 | 12,450 | 6 | 23 |
| GAITHERSBG | 52 | 38 | 74 | 393 | 584 | 1,141 | 1,949 | 427 | 521 | 4,844 | 10,630 | 18,371 | 575 | 9 |
| GERMANTOWN | 112 | 12 | 22 | 73 | 14 | 233 | 5,163 | 2,074 | 801 | 719 | 5,217 | 13,974 | 16 | 10 |
| KENSINGTON | 58 | 16 | 1 | 37 | 12 | 124 | 1,377 | 1,000 | 10 | 741 | 709 | 3,837 | 13 | 4 |
| LITTLEFALL | 106 | 13 | 11 | 24 | 4 | 158 | 3,922 | 1,621 | 75 | 267 | 542 | 6,427 | 128 | 16 |
| LONGBRANCH | 74 | 25 | 16 | 162 | 48 | 325 | 1,962 | 3,241 | 234 | 1,148 | 1,020 | 7,605 | 14 | 52 |
| NOYES | 71 | 4 | 1 | 0 | 4 | 80 | 3,021 | 168 | 200 | 0 | 1,024 | 4,413 | 37 | 10 |
| OLNEY | 127 | 26 | 6 | 213 | 344 | 716 | 4,819 | 2,438 | 195 | 1,532 | 8,093 | 17,077 | 11 | 26 |
| POOLESVILL | 18 | 9 | 0 | 13 | 2 | 42 | 148 | 380 | 0 | 90 | 57 | 675 | 3 | 13 |
| POTOMAC | 36 | 25 | 0 | 38 | 4 | 103 | 642 | 977 | 0 | 767 | 631 | 3,017 | 6 | 7 |
| QUINCEORCH | 92 | 57 | 19 | 320 | 9 | 497 | 3,166 | 3,293 | 253 | 2,999 | 8,173 | 17,884 | 19 | 5 |
| ROCKVILLE | 142 | 52 | 7 | 227 | 6 | 434 | 5,872 | 4,087 | 173 | 3,684 | 1,021 | 14,837 | 37 | 12 |
| SILVER SPR | 93 | 30 | 17 | 67 | 14 | 221 | 4,716 | 1,540 | 298 | 772 | 2,565 | 9,891 | 35 | 409 |
| TWINBROOK | 91 | 57 | 50 | 112 | 25 | 335 | 2,547 | 1,695 | 639 | 1,288 | 1,405 | 7,574 | 31 | 34 |
| WHEATON | 89 | 65 | 38 | 118 | 54 | 364 | 3,247 | 4,620 | 204 | 1,501 | 977 | 10,549 | 17 | 16 |
| WHITE OAK | 110 | 19 | 2 | 125 | 46 | 302 | 3,387 | 1,922 | 6 | 734 | 1,200 | 7,249 | 46 | 22 |
| | 1,912 | 729 | 434 | 2,682 | 1,232 | 6,989 | 71,408 | 44,640 | 8,499 | 29,410 | 49,599 | 203,556 | 1,079 | 895 |



Circulation FY08

| MCPL FY08Circulation | |
|-----------------------------|-------------------|
| FY08 Circulation | |
| ASPEN_HILL | 330,133 |
| BETHESDA | 610,589 |
| BOOKMOBILE | 3,456 |
| CHEVYCHASE | 262,196 |
| DAMASCUS | 254,809 |
| DAVIS | 524,690 |
| DETEN_CTR | 44,500 |
| FAIRLAND | 385,586 |
| GAITHERSBG | 727,760 |
| GERMANTOWN | 869,733 |
| INTLIBLOAN | 11,096 |
| KENSINGTON | 307,844 |
| LITTLEFALL | 347,784 |
| LONGBRANCH | 229,815 |
| NOYES | 43,219 |
| OLNEY | 455,714 |
| POOLESVILL | 74,464 |
| POTOMAC | 375,040 |
| QUINCEORCH | 651,185 |
| ROCKVILLE | 767,776 |
| SILVER_SPR | 354,093 |
| Telephone Reference | 4,162 |
| TWINBROOK | 274,051 |
| WHEATON | 575,137 |
| WHITE_OAK | 342,982 |
| ONLINE RENEWAL | 2,291,646 |
| Telephone Renewal | 332,021 |
| Total FY08 | 11,451,481 |

FY09 Library Foot Traffic March 19, 2009

| | <u>Jul</u> | <u>Aug</u> | <u>Sept</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> | <u>FY09 to-date</u> | <u>FY08 Jul - Feb.</u> | <u>FY08 Total Foot Traffic</u> |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------------|------------------------|------------------------------------|
| Aspen Hill | 25,754 | 22,891 | 20,372 | 20,729 | 17,446 | 18,447 | 18,225 | 17,918 | 161,782 | 156,181 | 237,523 |
| Bethesda | 39,809 | 29,700 | 38,605 | 32,515 | 34,309 | 29,236 | 33,050 | 47,720 | 284,944 | 253,831 | 397,003 |
| Chevychase | 18,277 | 17,644 | 17,513 | 16,289 | 14,680 | 13,443 | 14,305 | 15,427 | 127,578 | 112,310 | 170,417 |
| Damascus | 19,006 | 17,517 | 12,670 | 13,850 | 11,938 | 15,662 | 12,915 | 12,959 | 116,517 | 102,840 | 161,091 |
| Davis | 39,273 | 39,642 | 36,228 | 31,431 | 28,547 | 30,780 | 33,654 | 30,805 | 270,360 | 295,230 | 455,117 |
| Praisner | 37,625 | 28,584 | 31,368 | 33,002 | 29,890 | 22,349 | 30,117 | 30,981 | 243,916 | 248,063 | 372,473 |
| Gaithersburg | 163,553 | 148,104 | 86,641 | 83,817 | 106,519 | 112,528 | 123,371 | 111,762 | 936,295 | 938,957 | 1,555,099 |
| Germantown | 92,302 | 87,458 | 79,359 | 71,695 | 66,862 | 62,029 | 66,792 | 68,772 | 595,269 | 586,741 | 880,112 |
| Kensington | 13,500 | 14,172 | 13,198 | 12,134 | 9,515 | 12,666 | 15,339 | 16,874 | 107,398 | 113,245 | 166,691 |
| Little Falls | 37,799 | 34,687 | 34,054 | 34,686 | 32,545 | 35,956 | 34,806 | 33,412 | 277,945 | 269,913 | 409,485 |
| Longbranch | 19,600 | 17,386 | 18,110 | 16,843 | 15,576 | 15,140 | 15,741 | 15,584 | 133,980 | 120,582 | 175,596 |
| Noyes | 3,124 | 3,406 | 3,566 | 3,145 | 3,064 | 2,591 | 2,816 | 3,157 | 24,869 | 29,261 | 41,926 |
| Olney | 36,492 | 30,208 | 26,291 | 25,848 | 24,873 | 28,971 | 27,661 | 29,495 | 229,839 | 254,582 | 369,339 |
| Poolesville | 5,147 | 4,340 | 4,170 | 4,190 | 3,474 | 3,334 | 3,581 | 4,010 | 32,246 | 36,576 | 52,414 |
| Potomac | 27,207 | 25,054 | 23,252 | 20,508 | 19,988 | 18,672 | 20,042 | 22,077 | 176,800 | 152,095 | 245,226 |
| Quince Orchard | 68,184 | 60,882 | 61,347 | 51,984 | 47,395 | 65,064 | 51,052 | 59,568 | 465,476 | 371,039 | 544,656 |
| Rockville | 66,899 | 60,830 | 116,714 | 115,440 | 107,434 | 103,230 | 108,460 | 104,247 | 783,254 | 603,261 | 895,364 |
| Silver Spring | 79,577 | 72,574 | 82,528 | 69,276 | 65,904 | 67,951 | 65,555 | 68,699 | 572,064 | 567,563 | 819,803 |
| Twinbrook | 35,498 | 35,662 | 30,724 | 32,692 | 32,692 | 32,692 | 30,585 | 30,992 | 261,537 | 345,525 | 506,363 |
| Wheaton | 38,439 | 39,358 | 40,277 | 34,891 | 31,762 | 33,957 | 33,042 | 33,500 | 285,226 | 365,448 | 552,005 |
| WhiteOak | 36,737 | 33,317 | 29,246 | 30,450 | 26,207 | 26,399 | 26,685 | 27,621 | 236,662 | 233,748 | 353,712 |
| TOTAL | 903,800 | 823,414 | 806,231 | 755,413 | 730,616 | 751,096 | 767,794 | 785,580 | 6,323,944 | 6,156,988 | 9,361,411 |

