



Committee: E&C
Committee Review: Completed
Staff: Carolyn Chen, Legislative Analyst *CC*
Purpose: To make preliminary decisions – straw vote expected
Keywords: #mcpl #libraries

AGENDA ITEM #38
 May 10, 2023
Worksession

SUBJECT

FY24 Recommended Operating Budget: [Public Libraries \[MCPL\]](#)

EXPECTED ATTENDEES


- Anita Vassallo, Director, Montgomery County Public Libraries (MCPL)
- James Donaldson, Assistant Director, MCPL
- Felicity Ann Brown, Collection Management Manager, MCPL
- Steve Kapani, Business Office Manager, MCPL
- Dr. Lolita Weedon, Human Resources Manager, MCPL
- Deborah Lambert, Senior Fiscal and Policy Analyst, Office of Management and Budget (OMB)

FY24 COUNTY EXECUTIVE RECOMMENDATION

MCPL’s FY24 Recommended Budget re-calculates lapse from 5.9% to 3.3%, adding \$825,000 to the Administration budget, totaling \$2,325,000 over the last two fiscal years. Additionally, \$100,000 was recommended for FY24 to expand the World Languages Collection in Chinese and Spanish. [The Education & Culture Committee held a worksession on April 20, 2023.](#)

COMMITTEE RECOMMENDATIONS

- **Education & Culture Committee members voted (3-0)** to add the following to the Council reconciliation list:

Program	Description	High Priority	 1	Priority
Lapse	Additional lapse recalculation to facilitate hiring library staff	+\$825,000	2	
World Languages Collection	Updating branch collections for Chinese and Spanish language collections			+\$100,000

This report contains:

[April 20, 2023, E&C Committee Council Staff Report \[MCPL\]](#)
[FY24 Recommended Operating Budget: MCPL](#)

[Online](#)
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¹ Council Reconciliation List High Priority Categorization as of May 9, 2023 → 1-Required/little choice to fund; 2-Critical for an essential program; 3-Important program or service that deserves to be funded; 4-Room for debate on priority/high priority.



Public Libraries

RECOMMENDED FY24 BUDGET
\$49,788,495

FULL TIME EQUIVALENTS
385.11

ANITA VASSALLO, DIRECTOR

MISSION STATEMENT

Montgomery County Public Libraries (MCPL) provide equitable access to information, ideas, and experiences that spark imagination and expand possibilities for all. The Department's libraries are an essential component of a just and equitable community, where all can thrive and grow.

MCPLS VALUES

Discovery - MCPL is a champion of curiosity, exploration, and growth. MCPL supports members of the community to expand their knowledge, learn new skills, spark ideas, and make connections.

Intellectual Freedom - MCPL believes in free, open, and confidential access to ideas and information for all as a cornerstone of a thriving democratic society.

Equity - MCPL believes all residents of Montgomery County deserve equal and inclusive access to all the library's resources, regardless of race, age, gender, religion, sexual orientation, income, education, language, disability, and/or immigration status.

Respect - MCPL strives to treat everyone with kindness, provide a safe and welcoming environment for all, and honor the knowledge and lived experience of all members of the community.

Service - MCPL connects members of the community with the information they want and need, as efficiently as possible. MCPL anticipates and adapts to the changing needs, desires, and expectations of community members.

Community - MCPL is the backbone of the community, a place to connect with each other. MCPL forges strong, reciprocal relationships with residents, community organizations, and other county departments in service of our shared goals.

BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Department of Public Libraries is \$49,788,495, an increase of \$3,901,454 or 8.50 percent from the FY23 Approved Budget of \$45,887,041. Personnel Costs comprise 80.13 percent of the budget for 241 full-time position(s) and 199 part-time position(s), and a total of 385.11 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 19.87 percent of the FY24 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**

INITIATIVES

- FY24 funding provided to reduce Montgomery County Public Libraries' (MCPLs) lapse from 5.9% to 3.3% to allow MCPL to fill more positions and enable the Department to provide better customer service to residents.
- Add \$100,000 in FY24 funding to purchase World Language collections, beginning with Spanish and Chinese, evenly split.
- The Early Care and Education Non-Departmental Account will provide \$75,000 in FY24 funding to expand Montgomery County Public Libraries' early childhood literacy programs and outreach for children from 0 to 5.
- In partnership with the Department of General Services, completing a FY23 to FY26 MCPL Facilities Master Plan that sets priorities, goals, and objectives in keeping with MCPL's Community Centered Vision for the "Increasing Equity in Access and Opportunity" Strategic Plan. In addition, the Master Plan will enable the Department to apply for future Library State Aid as they rethink and reimagine their interior spaces to meet the needs of residents.
- Developing partnerships with Montgomery County Animal Services and Adoption Services, Manna Food Center, and Montgomery Parks Foundation in support of the "All Together Now" Summer Reading Challenge 2023.
- Pilot programs for young children, including a Hatchlings Program for expectant parents/parents of newborns and a LaunchPad tablet collection to encourage early digital literacy and Kindergarten readiness.
- Partner with NBA team Washington Wizards to launch Winter Reading Challenge program for PreKindergarten to High School students.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Created new Strategic Plan for FY23-FY26 in collaboration with County Innovation Team, staff, residents, and stakeholders.
- Switched to the Koha Integrated Library System (ILS). The ILS is Libraries' core software product, which is responsible for its database of users, the collection, lending rules, and its public catalog interface. The Koha ILS is open source software and saves the Department a significant amount of money across the life of the contract. MCPL was the highest circulating public library in the United States to switch to Koha, and the open source nature of the product provides it with unprecedented ability to customize and improve the product in order to improve staff workflows and customer experience on an ongoing basis.
- Restructured MCPL branch library administration to create six administrative groups of three to four branches, each under the oversight of one Regional Manager, resulting in more cohesive, effective, and targeted administration of branch libraries across the County.

- Implemented the Coral Electronic Resource Management (ERM) system. ERMs are primarily used by academic libraries to manage their databases and other electronic resources. MCPL has adapted this best practice from academic libraries to a public library environment in order to improve the acquisition, management, and monitoring of its electronic resources. The open source nature of this software will allow MCPL to influence and improve upon it on an ongoing basis.

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 FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

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 three Assistant Directors.

The Human Resources Unit oversees human resources, staff development and training, customer accounts, 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.

The Assistant Directors are responsible for Programming, Outreach, Community Partnerships, Facilities Maintenance, ADA Compliance/Oversight, Emergency Management/COOP, Workplace Safety, Technology Management, Data & Performance Analytics, Collection Management, and Digital Strategies.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	2,008,742	22.00
Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service	825,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,484	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.	398,987	1.00
FY24 Recommended	3,237,213	23.00

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, and outside the walls; a Public Access Catalog for access to indices and full text materials; downloadable content and streaming services; automated renewal, online catalog, and customer account access (24 hours, 7 days a week); programming for children, teens, seniors, and adults; technologies such as Launchpads, Science, Technology, Engineering, and Mathematics (STEM) kits, wireless hotspots; in-house laptops and meeting rooms and collaboration spaces for public use. MCPL is a fine free library system.

The Collection Development Unit provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, eAudio-books, 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Total library collection use ¹	9,184,309	11,616,463	11,906,029	12,500,536	13,095,043
Library electronic database usage	1,382,395	1,065,725	899,754	712,335	524,916
Number of library visits ²	198,100	2,540,098	2,830,211	2,623,002	2,415,794
Number of public computer sessions ³	5,757	112,731	99,600	86,472	73,344
Attendance at library programs ⁴	113,047	73,677	115,000	156,323	197,646
Active library users ⁵	143,016	184,560	226,104	267,648	309,192
Number of participants in early literacy programming ⁶	53,281	22,763	108,394	113,796	119,198

¹ This performance measure includes the number of physical items checked out from the library, plus the items used in-house by customers, and the checkouts of eBooks, e-audiobooks, and similar electronic materials.

² "Library visits" represent customer branch access to services and resources inside the facility. Facilities closure for COVID affected in-person visits by the public. Branches re-opened for public access in three "rolling" phases, beginning June 1, 2021, and ending July 6, 2021. Library public service hours were 48 hours per week per location when they reopened. These public service hours were expanded to 64 hours per branch per week February 27, 2022.

³ Libraries were closed to the public for the majority of FY21. Six branches reopened on June 1, 2021, eight additional branches reopened on June 14, 2021, and all remaining branches reopened on July 6, 2021.

⁴ Numbers represent onsite and virtual program attendees.

⁵ "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.

⁶ "Early Literacy Programming" comprises the number of attendees at Storytimes. Facilities closure for COVID affected this metric as there was no longer in-person programming. Branches re-opened for public access in three phases, beginning June 1, 2021 and ending July 6, 2021. Library public service hours were 48 hours per week per location when they reopened. These public service hours were expanded to 64 hours per week

February 27, 2022. Programs continued to be held virtually through FY21, and in-person early literacy program resumed May 1, 2022.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	43,696,755	380.60
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY24 Capital Improvements Program to FY24 Operating Budget	164,169	0.00
Increase Cost: Operating Expenses to Align with Actual Spending on Security Services and Moving Expenses	105,019	0.00
Enhance: Increase World Languages Collection	100,000	0.00
Increase Cost: Mid-Year Creation of Driver/Clerk (grade 12) Position	74,915	1.00
Increase Cost: Mid-Year Increase of IT Technician III (Grade 19) and IT Technician I (Grade 14) from Part-Time to Full-Time	70,897	1.00
Shift: Transfer of Project Search (Grade 5) from Department of Permitting Services to MCPL	33,000	0.50
Increase Cost: Mid-Year Increase of FTEs for Library Technicians in Collection Management Unit	23,276	0.36
Reduce: Collection Materials Budget to Discontinue Database Subscriptions With a High Cost Per Use	(66,058)	0.00
Reduce: Library Pages Budget	(308,159)	(11.06)
Reduce: Library Substitute Budget	(503,412)	(10.29)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,969,772	(1.00)
FY24 Recommended	46,360,174	361.11

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 MCPL's 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Attendees at business and workforce development programs	1,343	1,436	1,529	1,622	1,715
Active partnerships with workforce and business development organizations	18	15	12	9	6

FY24 Recommended Changes	Expenditures	FTEs
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FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	181,544	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.	9,564	0.00
FY24 Recommended	191,108	1.00

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	22,467,376	27,054,880	25,899,958	29,588,774	9.4 %
Employee Benefits	7,996,760	9,043,476	8,521,103	10,079,873	11.5 %
County General Fund Personnel Costs	30,464,136	36,098,356	34,421,061	39,668,647	9.9 %
Operating Expenses	8,437,042	9,523,085	9,523,085	9,854,248	3.5 %
County General Fund Expenditures	38,901,178	45,621,441	43,944,146	49,522,895	8.6 %
PERSONNEL					
Full-Time	232	231	231	239	3.5 %
Part-Time	208	207	207	199	-3.9 %
FTEs	401.86	401.40	401.40	382.91	-4.6 %
REVENUES					
Library Fees	286	400	400	400	—
Library Fines	6,757	90,000	0	0	-100.0 %
State Reimbursement: Library Operations	3,509,298	3,632,000	3,632,000	3,776,281	4.0 %
State Reimbursement: Library Staff Retirement	1,772,312	2,120,000	1,344,000	1,344,000	-36.6 %
Miscellaneous Revenues	211,120	145,000	325,000	325,000	124.1 %
Parking Fees	36,674	35,000	50,400	50,400	44.0 %
County General Fund Revenues	5,536,447	6,022,400	5,351,800	5,496,081	-8.7 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	92,031	163,048	163,048	176,287	8.1 %
Employee Benefits	27,278	48,445	48,445	51,834	7.0 %
Grant Fund - MCG Personnel Costs	119,309	211,493	211,493	228,121	7.9 %
Operating Expenses	82,746	54,107	54,107	37,479	-30.7 %
Grant Fund - MCG Expenditures	202,055	265,600	265,600	265,600	—
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	2.20	2.20	2.20	2.20	—
REVENUES					
Federal Grants	29,401	0	0	0	—

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
State Grants	159,178	265,600	265,600	265,600	—
Grant Fund - MCG Revenues	188,579	265,600	265,600	265,600	—

DEPARTMENT TOTALS

Total Expenditures	39,103,233	45,887,041	44,209,746	49,788,495	8.5 %
Total Full-Time Positions	234	233	233	241	3.4 %
Total Part-Time Positions	208	207	207	199	-3.9 %
Total FTEs	404.06	403.60	403.60	385.11	-4.6 %
Total Revenues	5,725,026	6,288,000	5,617,400	5,761,681	-8.4 %

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY23 ORIGINAL APPROPRIATION	45,621,441 401.40
Changes (with service impacts)		
Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service [Administration]	825,000	0.00
Enhance: Increase World Languages Collection [Library Services to the Public]	100,000	0.00
Reduce: Collection Materials Budget to Discontinue Database Subscriptions With a High Cost Per Use [Library Services to the Public]	(66,058)	0.00
Reduce: Library Pages Budget [Library Services to the Public]	(308,159)	(11.06)
Reduce: Library Substitute Budget [Library Services to the Public]	(503,412)	(10.29)
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY23 Compensation Increases	1,806,545	0.00
Increase Cost: FY24 Compensation Adjustment	1,766,738	0.00
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY24 Capital Improvements Program to FY24 Operating Budget [Library Services to the Public]	164,169	0.00
Increase Cost: Operating Expenses to Align with Actual Spending on Security Services and Moving Expenses [Library Services to the Public]	105,019	0.00
Increase Cost: Mid-Year Creation of Driver/Clerk (grade 12) Position [Library Services to the Public]	74,915	1.00
Increase Cost: Mid-Year Increase of IT Technician III (Grade 19) and IT Technician I (Grade 14) from Part-Time to Full-Time [Library Services to the Public]	70,897	1.00
Shift: Transfer of Project Search (Grade 5) from Department of Permitting Services to MCPL [Library Services to the Public]	33,000	0.50
Increase Cost: Mid-Year Increase of FTEs for Library Technicians in Collection Management Unit [Library Services to the Public]	23,276	0.36
Increase Cost: Motor Pool Adjustment	19,822	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	4,484	0.00
Increase Cost: Printing and Mail	3,727	0.00
Decrease Cost: Retirement Adjustment	(10,460)	0.00

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY23 Personnel Costs	(208,049)	0.00
FY24 RECOMMENDED	49,522,895	382.91

GRANT FUND - MCG

	FY23 ORIGINAL APPROPRIATION	265,600	2.20
	FY24 RECOMMENDED	265,600	2.20

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Administration	2,008,742	22.00	3,237,213	23.00
Library Services to the Public	43,696,755	380.60	46,360,174	361.11
Workforce and Business Development	181,544	1.00	191,108	1.00
Total	45,887,041	403.60	49,788,495	385.11

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	226,800	1.70	233,893	1.70

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
COUNTY GENERAL FUND						
EXPENDITURES						
FY24 Recommended	49,523	49,523	49,523	49,523	49,523	49,523
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	2,034	2,034	2,034	2,034	2,034
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	49,523	51,558	51,558	51,558	51,558	51,558