

BALTIMORE COUNTY
FISCAL YEAR 2016 BUDGET ANALYSIS

DEPARTMENT OF LIBRARIES (037)

BUDGET SUMMARY

\$ in Thousands

PROPOSED CHANGE	GENERAL	SPECIAL	TOTAL	% Change Prior Year
FY 2015 - 2016 Change	\$ (315.5)	\$ (21.7)	\$ (337.2)	-0.8%
Potential Reduction	168.0	-	168.0	
 BUDGET TRENDS				
FY 2014 Actual	\$ 35,263.6	\$ 5,809.7	\$ 41,073.3	
FY 2015 Approp.	33,079.6	7,345.2	40,424.8	-1.6%
FY 2016 Request	32,764.1	7,323.5	40,087.6	-0.8%
With Potential Reduction	\$ 32,596.1	\$ 7,323.5	\$ 39,919.6	-1.2%

PERSONNEL

PROPOSED CHANGE	<u>ALL FUNDS</u> <u>FULL-TIME EQUIVALENT POSITIONS</u>
FY 2015 - 2016 Change	7
Potential Reduction	0
 BUDGET TRENDS	
FY 2014 Actual	521
FY 2015 Approp.	478
FY 2016 Request	485

VACANCY DATA

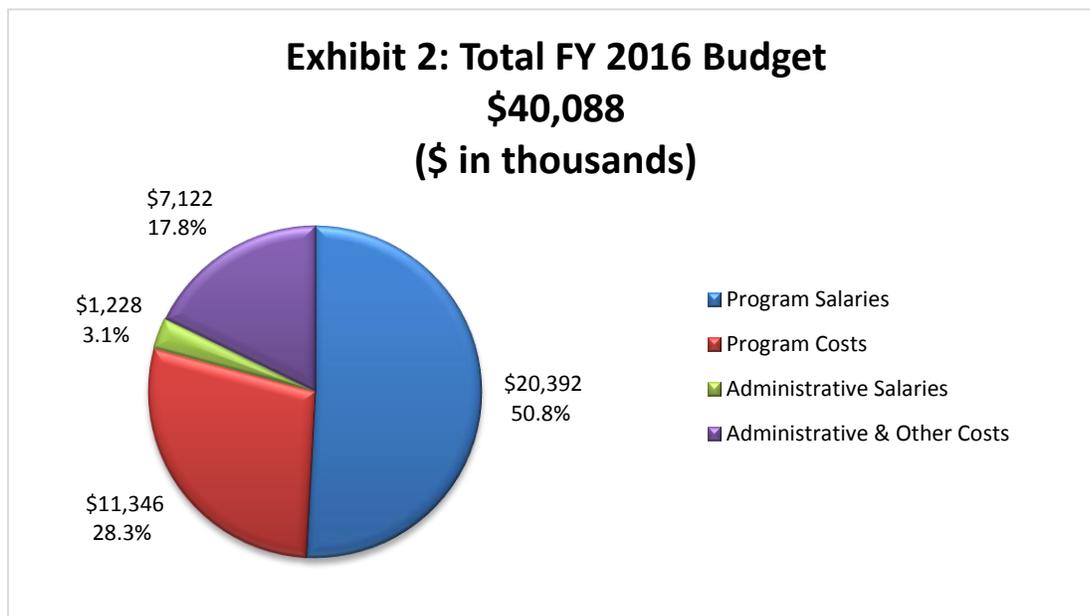
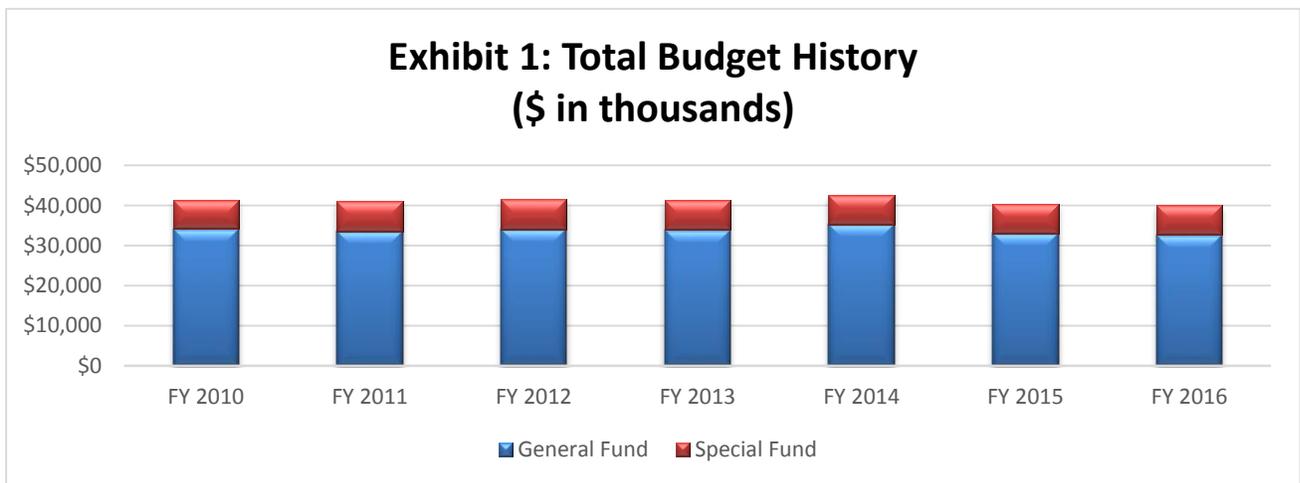
Positions Vacant as of April 16, 2015* 5

* Provided by BCPL

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BUDGET SUMMARY:

The proposed FY 2016 budget for the Department of Libraries totals \$40.1 million, a decrease of \$337 thousand, or 0.8%, from the FY 2015 budget. The General Fund portion of the budget decreases by \$316 thousand, or 1.0%, and the Special Fund portion decreases by \$21 thousand, or 0.3%. The decrease in the budget is primarily due to the transfer of technology maintenance and support costs to the Office of Information Technology, partially offset by the increase resulting from the transfer-back of certain positions from the Office of Information Technology. **See Exhibits 1-3 for additional detail.**



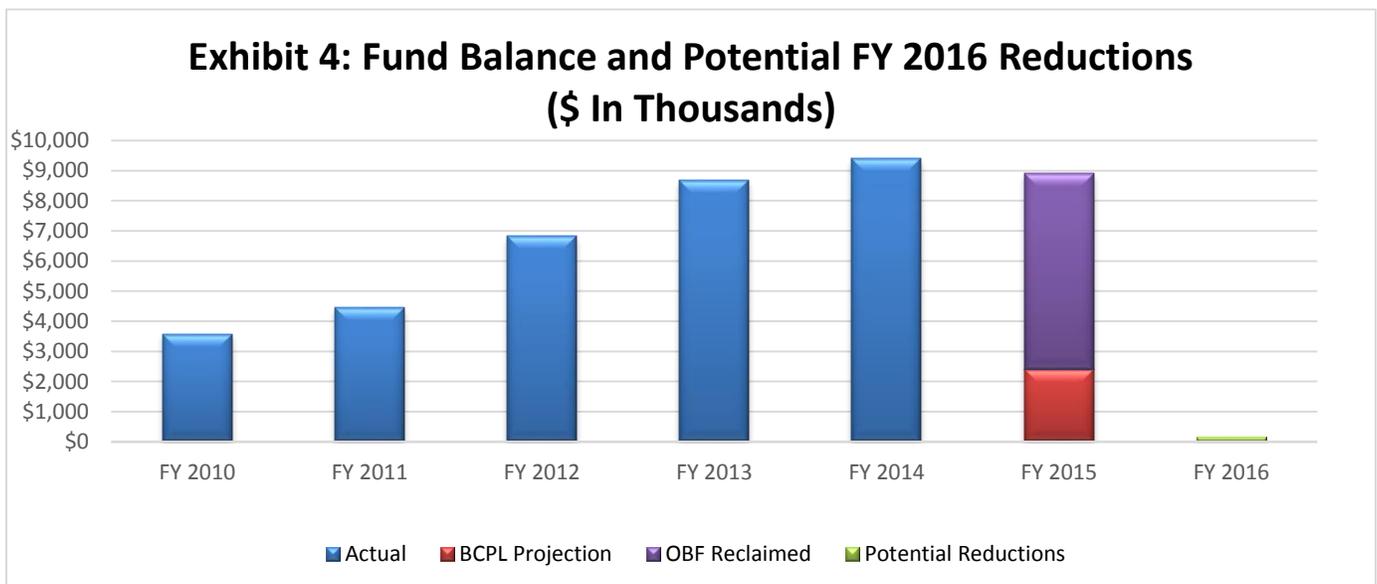
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Exhibit 3			
FY 2016 Proposed Budget (\$ in 000's)			
How Much it Grows:	<u>General Fund</u>	<u>Special Fund</u>	<u>Total</u>
2015 Appropriation	\$ 33,080	\$ 7,345	\$ 40,425
2016 Request	32,764	7,324	40,088
\$ Decrease	\$ (316)	\$ (21)	\$ (337)
% Decrease	-1.0%	-0.3%	-0.8%
Where it Goes:			
Personnel Expenses:.....			\$154
3% COLA.....			644
9 Positions transferred in from OIT (see issue #7).....			447
Increments.....			236
Part-time salary reductions due to technology.....			(146)
Turnover (increase from 1.2% to 2.0%).....			(195)
FY 2015 Bonus.....			(621)
Other Salary Adjustments.....			(211)
Personnel-Related Expenses:			(4)
Employee Health Insurance.....			18
FICA.....			11
Unemployment.....			(15)
County Retirement System			(17)
Other Changes			(1)
Operating Expenses (excludes transfers to OIT below):.....			262
Service Contracts (e.g., branch security costs).....			242
Circulation Materials (e.g., books, magazines, e-books).....			121
Supplies (operational, janitorial, vehicle).....			71
Operational Equipment and Maintenance.....			66
Furnishings.....			50
Professional Services (e.g., advertising, youth programming, overdue collection costs).....			32
Membership Fees			24
Utilities (gas, electric, water).....			(15)
Data Processing Equipment and Maintenance.....			(27)
Office Equipment Maintenance.....			(28)
Grants.....			(40)
Telephones (savings realized from transfer to OIT).....			(250)
Other Changes.....			16
Transfer of Operating Costs to OIT (see issue #7):			(749)
Service Contracts			(5)
Data Processing Equipment and Maintenance (e.g., hardware maintenance).....			(42)
Telephones			(71)
Operational Equipment and Maintenance (e.g., RFID maintenance).....			(180)
Professional Services (e.g., software maintenance and support costs).....			(451)
Total:.....			(\$337)

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POTENTIAL BUDGET REDUCTIONS:

This analysis identifies a total of \$167,981 in potential budget reductions, which represents 0.5% of BCPL's proposed FY 2016 General Fund budget. The proposed FY 2016 operating budget is approximately \$26 million greater than the maintenance of effort (MOE) level of funding defined by State law and used by the State to determine local eligibility for increased State Aid. Any reduction greater than approximately \$26 million would result in the loss of approximately \$5.5 million of State aid for BCPL in FY 2016.



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Department-Wide

1. Decrease Furnishings (0901) \$50,000

The proposed FY 2016 budget includes \$50,000 for furnishings. Recent budgeted funding for furnishings was \$0 (FY 2011), \$5,000 (FY 2012, FY 2013), and \$0 (FY 2014, FY 2015). BCPL advised that it has developed the new BCPL Strategic Plan for FY 2016-2018, which was approved by the BCPL Board of Trustees in April 2015 (see related issue #5), and that it will develop Annual Action Plans for each fiscal year after studying current branch configurations and how to best adapt layouts to meet the goals of the Strategic Plan. Each Annual Action Plan will be reviewed and approved by the BCPL Board of Trustees. We recommend eliminating funding for furnishings until the FY 2016 Annual Action Plan has been developed and approved by the BCPL Board of Trustees.

2. Decrease Operational Equipment (0917) \$31,250

The proposed FY 2016 budget includes \$31,250 for specific gaming and maker-space operational equipment. Recent budgeted funding for operational equipment was \$5,000 (FY 2011), \$15,762 (FY 2012), and \$0 (FY 2013, FY 2014, FY 2015). We recommend eliminating funding for operational equipment until the FY 2016 Annual Action Plan (see related issue #5) has been developed and approved by the BCPL Board of Trustees.

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Circulation and Information Services (3702)

3. Decrease Operational Supplies (0503) \$52,582

The proposed FY 2016 budget includes \$296,350 for operational supplies (e.g., RFID security strips for materials, toner/printer supplies). However, an analysis of actual spending over the past 3 years and projected spending for the current year indicates that this line item has been over-budgeted in the past 3 years. In particular, BCPL advised that it expects current-year savings in this line item, which it will use to offset expenditures in other areas, and spending over the FY 2013 – FY 2015 period has been consistently less than 79% of the budgeted amount. Average spending over the FY 2012 – FY 2015 period has been \$243,768, or 76.7% of the average budgeted amount. This budget recommendation generously provides funding at this average expenditure level, which equates to 82.3% of the proposed budget for this historically over-budgeted line item.

Schedule of Historical Spending - Operational Supplies				
Fiscal Year	Budget/ Request	Actual/ <i>Estimated</i> / Reduced Amount	% of Budg/Req.	Over/(Under) Appropriation/ Reduction
2012	\$304,850	\$357,733	117.3%	\$52,883
2013	\$336,850	\$263,377	78.2%	(\$73,473)
2014	\$321,350	\$115,789	36.0%	(\$205,561)
2015	\$308,500	\$238,172 ⁽¹⁾	77.2%	(\$70,328)
Average	\$317,888	\$243,768	76.7%	(\$74,120)
2016	\$296,350	\$243,768	82.3%	(\$52,582)
Notes: (1) OCA's projection.				

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4. Decrease Reproduction (0531) \$34,149

The proposed FY 2016 budget includes \$117,050 for reproduction. However, an analysis of actual spending over the past 3 years and projected spending for the current year indicates that this line item has been over-budgeted in each year; spending over the FY 2012 – FY 2015 period has been consistently less than 71% of the budgeted amount. Average spending over the FY 2012 – FY 2015 period has been \$82,901, or 64.4% of the average budgeted amount. This budget recommendation generously provides funding at this average expenditure level, which equates to 70.8% of the proposed budget for this historically over-budgeted line item.

Schedule of Historical Spending - Reproduction				
Fiscal Year	Budget/ Request	Actual/ <i>Estimated</i> / <i>Reduced</i> Amount	% of Budg/Req.	Over/(Under) Appropriation/ <i>Reduction</i>
2012	\$137,930	\$84,011	60.9%	(\$53,919)
2013	\$139,930	\$83,379	59.6%	(\$56,551)
2014	\$118,850	\$83,916	70.6%	(\$34,934)
2015	\$118,504	\$80,297 ⁽¹⁾	67.8%	(\$38,207)
Average	\$128,804	\$82,901	64.4%	(\$45,903)
2016	\$117,050	\$82,901	70.8%	(\$34,149)
Notes:				
(1) OCA's projection.				

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SIGNIFICANT PROGRAM/POLICY INITIATIVES AND/OR CHANGES:

5. New Director and Strategic Plan

On August 4, 2014, Paula Miller began her tenure as the fourth Director, and first female Director, of the Baltimore County Public Library system. She was selected after a nationwide search by the Board of Library Trustees. Ms. Miller was previously the Director of the Dover Public Library in Delaware, Administrator of the Eastern Shore Regional Library in Maryland, Director of the Westlake Porter Public Library in Ohio, and, most recently, the Director of Pikes Peak Library District in Colorado.

Ms. Miller has overseen the development of the new Strategic Plan for BCPL, which was approved by the Board of Trustees in April 2015, and is currently developing the Annual Action Plans for FYs 2016, 2017, and 2018. Ms. Miller advised that her approach is to take the best of BCPL's past and transition to the 21st century. Ms. Miller believes there will be a slow transition to a world with no physical books, and she wants to be proactive to accommodate that transition. She is primarily focused on the future and how to adapt collections materials, building layouts, and staffing levels to best meet an evolving technological world. Ms. Miller's vision for BCPL includes a reconfiguration of branches and services to accommodate the varying needs of Baltimore County residents.

Ms. Miller advised that there are several themes and associated goals BCPL has integrated into its new Strategic Plan, including:

- **Economic Catalyst:** BCPL is involved in developing the County's businesses and workforce. Ms. Miller advised that she plans to hold discussions with the Department of Economic and Workforce Development to further develop plans to locate satellite workforce development offices in library branches.
- **Educational Support:** BCPL provides literacy development and educational opportunities for all County residents. Ms. Miller plans to develop further partnerships with CCBC and BCPS. She stated that current partnerships between BCPL and BCPS

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are the strongest she has seen in any system where she was previously employed. BCPL advised that joint BCPL-BCPS programs include SAIL (library cards for children), the summer reading program, the Battle of the Books (“Jeopardy”-themed contest with book title and author questions), the Black-Eyed Susan Awards (awards for book authors/illustrators chosen by students), and an extended materials loan program for teachers.

- ***Community Builder and an Instrument of Democracy:*** BCPL provides space for the community to meet to develop ideas and express opinions. Ms. Miller stated that she wants BCPL to be an entity that equalizes access to information regardless of patrons’ economic situations. She also advised that BCPL plans to expand its Passport Application Acceptance Services to other branches. (See related issue #8.)

Ms. Miller advised that she is taking advantage of a variety of resources to develop the Annual Action Plans. She stated that she is utilizing a staff-intensive approach to solicit feedback because the staff are on the frontlines of customer service. BCPL will also conduct a benchmark study of other jurisdictions in order to utilize comparative statistics as a part of development plans. Additionally, BCPL is analyzing County demographics and customer response surveys in order to determine how to best provide services in areas with the greatest needs. Ms. Miller advised that one of her significant accomplishments at Pikes Peak Library District was the development of Library 21c, a multi-purpose library center that includes a business center, an audio/video recording studio, and a performing arts center. Ms. Miller advised that BCPL does not currently have the space to adapt a 21c-style branch; however, BCPL is currently studying a “Centers of Excellence” model, where services are regionally distributed among different branches.

BCPL should be prepared to discuss:

- ***Ms. Miller’s goals for BCPL, including the potential benefits of pursuing a “Centers of Excellence” model;***
- ***How BCPL’s economic, educational, and community development programs compare to those of other library systems; and***

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- ***Additional details for further partnerships with the Department of Economic and Workforce Development, BCPS, and CCBC, as well as other County agencies to provide assistance to County residents.***

6. Security Guard Contract \$242,124

The proposed FY 2016 budget includes \$794,796 for service contracts, an increase of \$242,124 over the FY 2015 appropriation. The primary component of the FY 2016 service contracts budget (\$640,831) is to provide security guard coverage at 12 of BCPL's 19 branches. BCPL requires unarmed security coverage at 8 branches and armed security coverage at 4 branches. During FY 2015, the County added BCPL to Baltimore County Government's security guard contract, which compensates the contractor, Dunbar Guard Services, LLC, at an hourly rate of \$24.40 for both unarmed and armed security guard coverage. Prior to FY 2015, BCPL paid hourly rates of approximately \$16 and \$17.50 for unarmed and armed security coverage, respectively.

The Office of Budget and Finance should be prepared to discuss:

- ***The rationale for moving BCPL onto the County's security guard services contract; and***
- ***How current contract rates compare to BCPL's prior contracted rates.***

7. Shift of Specialized Responsibilities (\$301,962)

The FY 2015 budget transferred \$1.6 million in personnel and operating costs to the Office of Information Technology (OIT) as a result of the identification of several areas in which BCPL and OIT were duplicating efforts, resources, and contracts. OIT advised that consolidation of IT personnel would provide additional capacity so OIT could reduce a backlog of BCPL IT projects and allow BCPL to deliver improved services at lower costs. Twenty-eight BCPL positions were identified for transfer to OIT as part of this process.

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The proposed FY 2016 budget includes funding totaling \$446,769 for nine “Information Services” positions to be transferred back from OIT. BCPL advised that after further discussion with OIT, it was determined that these nine positions do not provide traditional IT services. These positions are referred to as digital librarians and typically provide virtual support services including responding to customer questions, reserving meeting rooms, and handling inter-library loans. The proposed FY 2016 budget also transfers remaining technology-related costs (e.g., maintenance, support, contracts, and telephones) totaling \$748,731 to the OIT budget.

BCPL reported that it did not experience any major issues during the first year of the reorganization with OIT. OIT employees shadowed the transferred BCPL IT employees to ensure a smooth transition while minimizing disruption. BCPL further advised that OIT’s current focus is replacing old and outdated equipment at BCPL; however, in the future, the focus will shift toward taking advantage of technological developments.

In April 2014, the Property Management Division of the Office of Budget and Finance assumed responsibility for the maintenance of BCPL locations. The FY 2015 budget transferred \$1.4 million in personnel and operating costs to the Division. Property Management advised that the purpose of the transfer was to consolidate functions and create operational efficiencies in maintenance work for both County staff and contractors. In addition, the transfer would allow Property Management to standardize work performed, providing quality control. BCPL reported that it did not experience any major issues during the first year of this reorganization.

BCPL should be prepared to discuss:

- ***Specific impacts to branch operations from the transfers of IT and maintenance responsibilities (e.g., quality and timeliness of work);***
- ***Communication with OIT and Property Management regarding responsibilities and cost sharing; and***
- ***How BCPL will coordinate with OIT to implement its plans to enhance technology in BCPL branches and an estimated timeframe for implementation.***

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OTHER ISSUES:

8. Programs/Services Offered

A strong library system plays a vital role in community development. A library provides opportunities for economic and workforce development, develops and strengthens literacy and education levels in residents of all ages, and helps to build a cohesive, collaborative community by offering space and a place to come together. Libraries offer many services including providing public internet access, reading groups, veterans and homeless services, meeting spaces, and a wide collection of materials including physical books, magazines, newspapers, video and audio material, and electronic reading materials.

BCPL has developed a number of innovative programs and provides an array of services to meet many of the County's approximately 827,000 residents' diverse needs. Noteworthy programs/services include:

- **Early literacy development and Storyville:** BCPL advised that its goals for early literacy services are to inform parents of how critical playing, learning, and reading are for children from birth to age 5; to prepare children for successful entry into kindergarten; and to help children start early on a reading and learning path that ensures reading at grade level by third grade. BCPL further advised that during FY 2016 it plans to pursue additional resources and developments in such programs as Every Child Ready to Read, Vroom, Mind in the Making, and Imagination Library.

BCPL advised that its successful Storyville model is being replicated in library systems in other states. As part of the new Strategic Plan, BCPL will consider an additional Storyville location. BCPL further advised that other branches, including the recently renovated Essex Library, have been furnished and equipped with smaller installations of the Storyville model.

- **Maker Spaces:** Implementation of pilot, or beta, projects allows BCPL to test programs for usage and success before full implementation and commitment of resources. BCPL

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advised that the Woodlawn branch was the beta project for maker spaces (a response to the “make/create” movement) and included BCPL’s first 3D printer. Maker spaces are creative, do-it-yourself spaces for patrons to gather, create, and learn. BCPL further advised that maker spaces will be a “Center of Excellence” as part of the new Strategic Plan.

- **Workforce development services:** BCPL currently provides staff, materials, and technology to assist County residents with writing resumes, completing online job applications, enhancing job skills, and preparing for job interviews. BCPL stated that it will expand its collaboration with the Department of Economic and Workforce Development over the next 3 years as it pursues a “Center of Excellence” for career development, entrepreneurship, small business development, and “economic gardening” (assisting businesses with developing new markets, refining business models, and gaining access to competitive intelligence).
- **Homeless and Veterans services:** BCPL provides a “neutral, gracious” space for the County’s homeless population and advised that it assists homeless persons with job resources and information regarding available social services. BCPL advised that it will explore creative library responses to meet the needs of the homeless.

Through a small grant project, BCPL began a veterans book club during FY 2015. BCPL advised that this is another beta project and that it will explore additional ways to meet veterans’ needs in the future.

- **Passport Application Acceptance Facility:** The Arbutus branch received the United States Department of State Certificate of Designation and began offering passport services in January 2015. The branch is only processing new passport applications; however, forms for renewals are available. Services are available Monday through Thursday, from 3 p.m. to 7 p.m., and Friday and Saturday, from 10 a.m. to 3 p.m. BCPL processing fees total \$24 for each passport application submitted and \$15 for each photo needed in addition to standard Department of State passport fees. BCPL advised that its

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fees are the same as all other acceptance facilities (e.g., USPS post offices, other non-County libraries). BCPL further advised that 683 passport applications were submitted and 316 photos were taken from January 2015 through March 2015. BCPL advised that it anticipates extending passport acceptance services to other branches in the future.

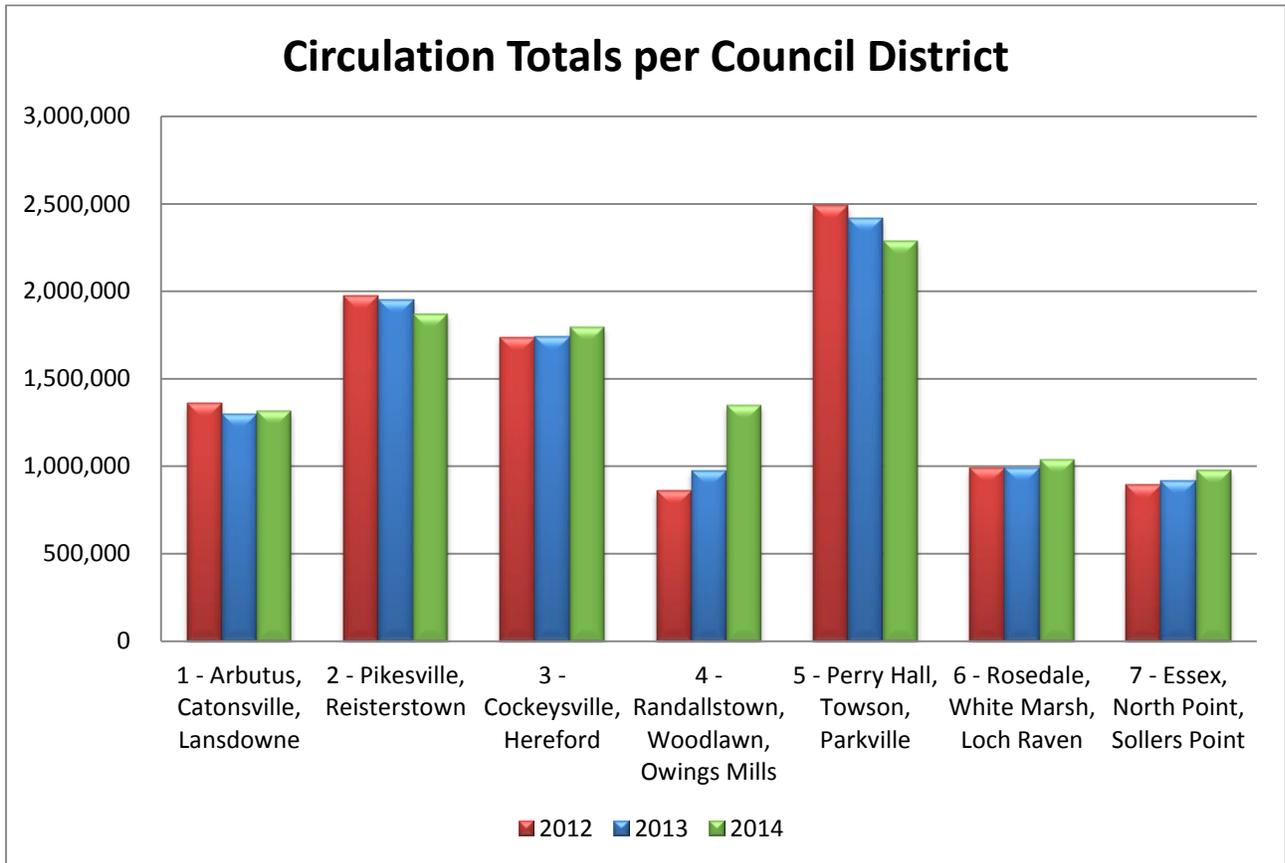
BCPL should be prepared to discuss:

- ***How it is adapting its long-term plans in response to a changing and increasing County population;***
- ***Efforts made to market services to County residents; and***
- ***Other new programs BCPL is planning to offer, how funding challenges could hinder those efforts, and any further grant opportunities to be pursued in the future.***

9. Circulation, Fines, and Fees

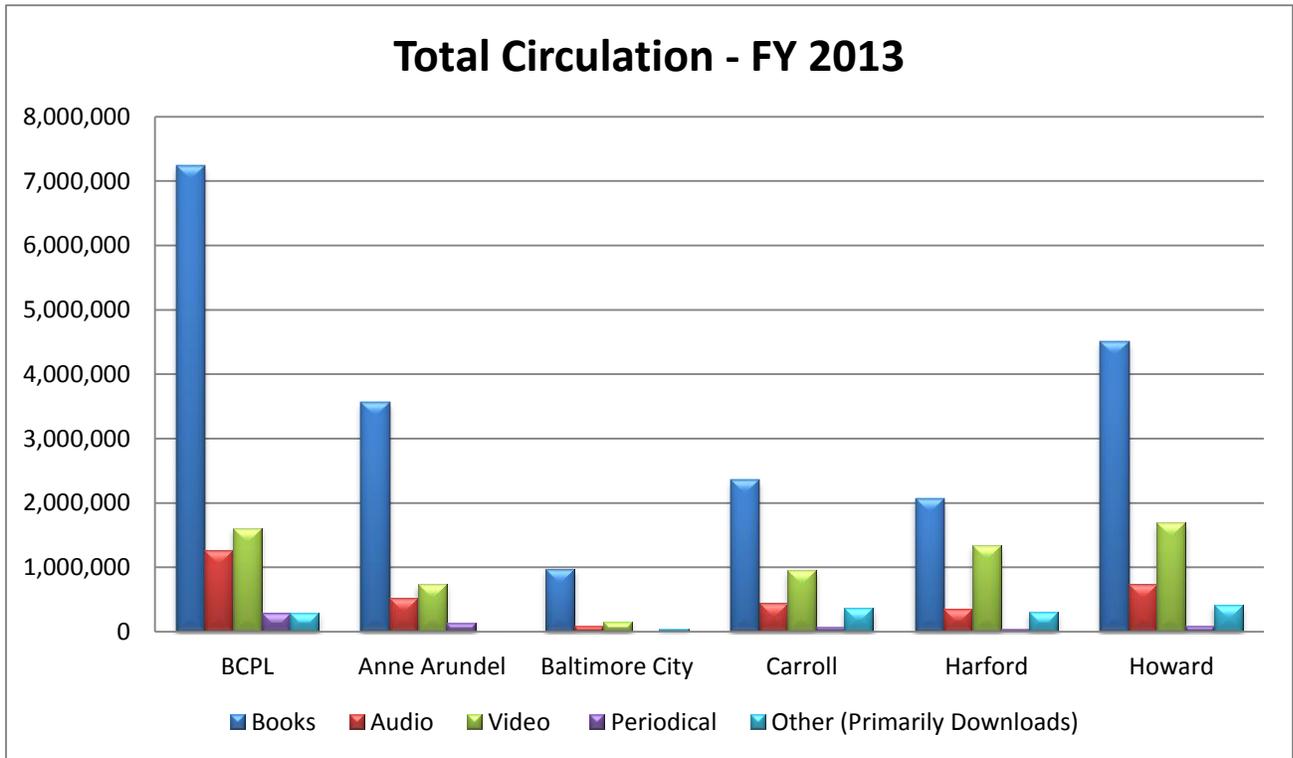
The proposed FY 2016 budget includes \$7.7 million for circulation materials. BCPL's total circulation of library materials for FY 2014 was 11.3 million (excluding renewals). The Cockeysville, Pikesville, and Towson branches each had circulations of over 1 million. Shown below is total circulation (excluding downloadable materials, mobile services, and renewals) by Council district for FY 2012 through FY 2014 according to data provided in BCPL's 2014 Annual Report:

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BCPL advised that during FY 2012, the most recent year for which national data is available, it ranked 24th in the country in total circulation of library materials (print and electronic). Shown below is a comparison of total circulation for BCPL and five surrounding jurisdictions' library systems during FY 2013:

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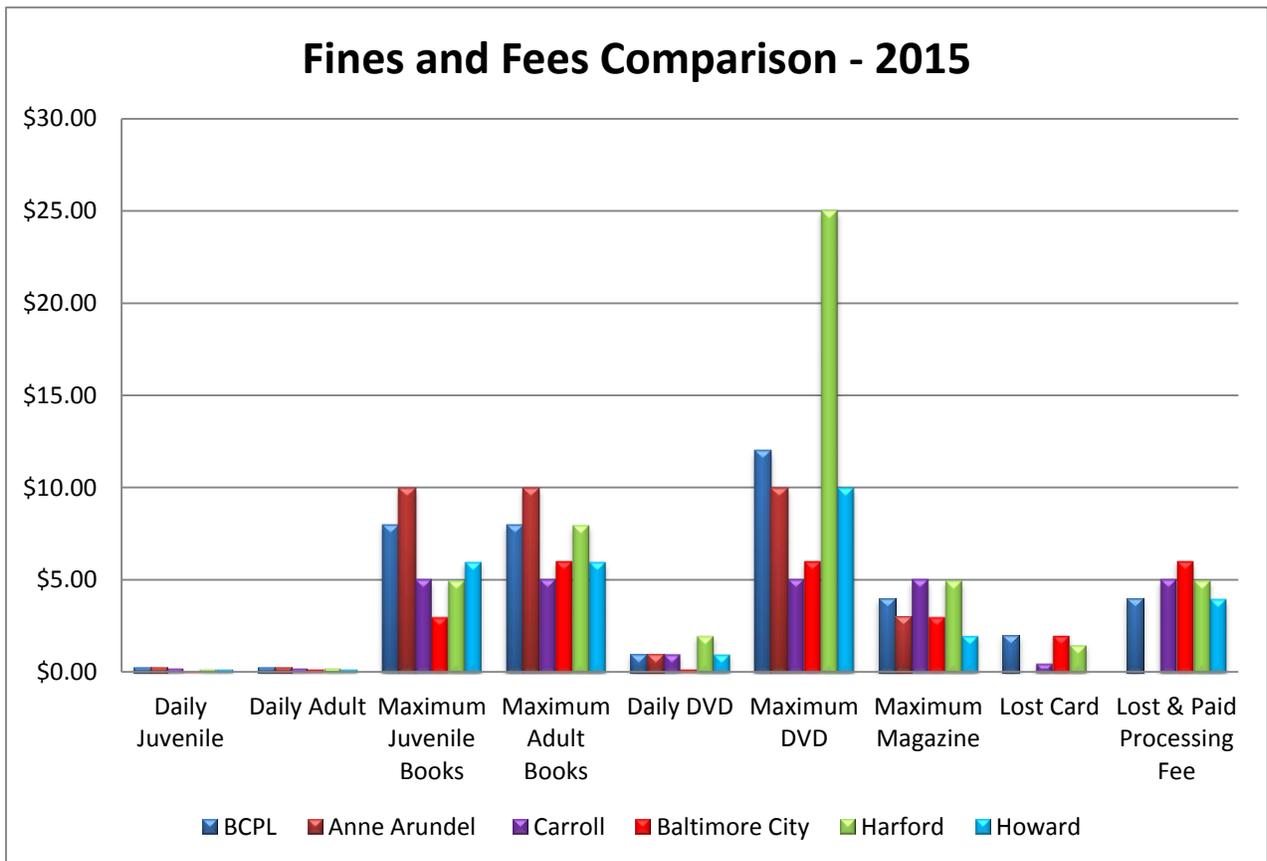


The proposed FY 2016 budget includes combined fine and fee revenue totaling approximately \$2.3 million, a decrease of \$190,000, or 7.6% from budgeted FY 2015 revenues. This decrease is primarily due to BCPL instituting a 3-day notification policy for materials due dates. BCPL advised that this policy results in an approximate \$200,000 loss of revenue for FY 2016. Ms. Miller stated that she believes a nonexistent notification policy is a fundamental customer service issue and was the number one complaint in customer surveys. The notification procedure is automated through email at no additional cost to BCPL. BCPL advised that the notification policy will also result in a modest cost savings in shipping and postage as BCPL will likely issue fewer overdue notices. During FY 2014, BCPL discontinued charging for DVD rentals because of a steady decline in usage and because surrounding jurisdictions did not charge similar fees. BCPL will continue the no-charge policy for DVD rentals in FY 2016.

BCPL advised that fines and fees are an incentive for customers to return items on a timelier basis in order to cost-effectively satisfy demand; BCPL further advised that there are 40 to 50-

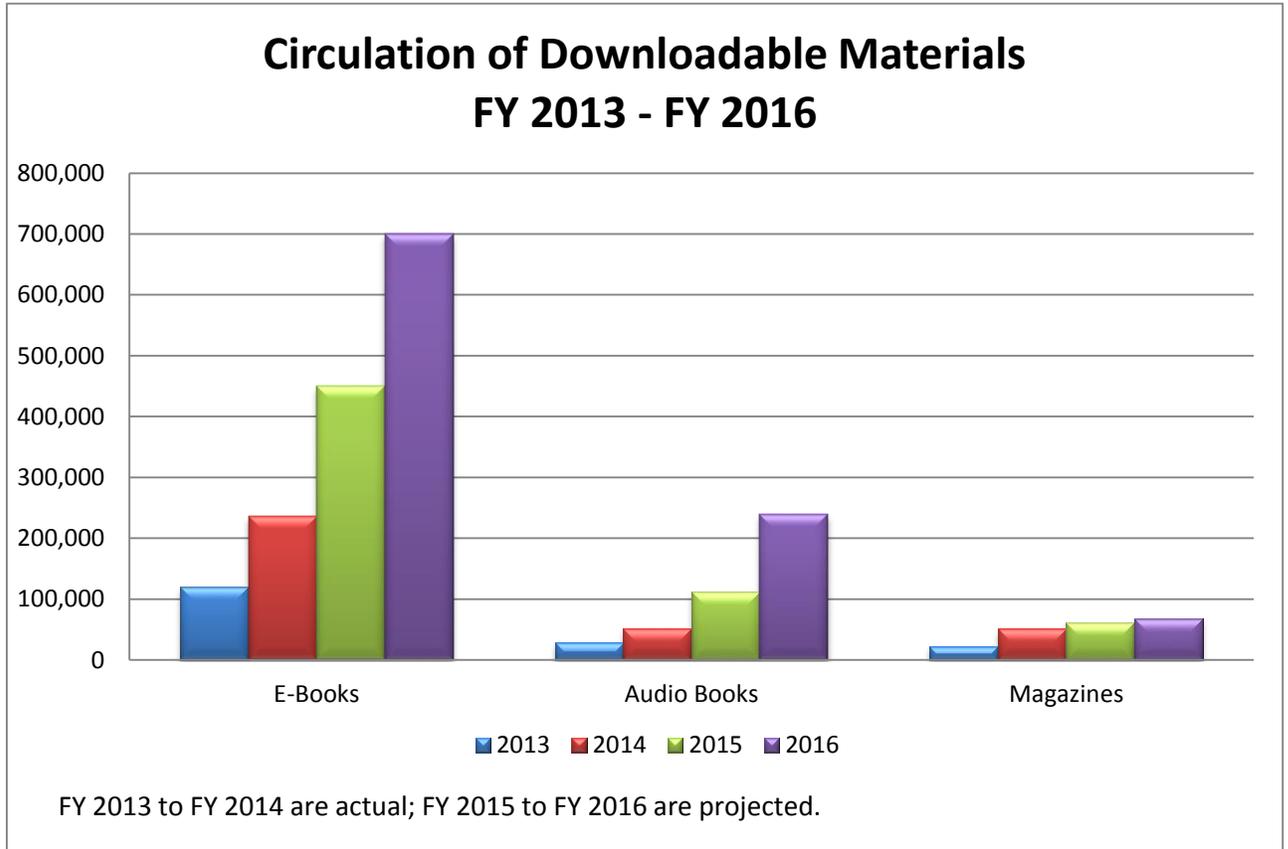
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day waitlists for many bestsellers. Additionally, BCPL has not increased overdue book fines since 2009 because one of the more prominent concerns expressed through customer surveys was that BCPL had relatively higher fines and fee rates compared to surrounding jurisdictions. Shown below is a comparison of various fines and fees charged by BCPL and the five surrounding library systems:



Further impacting revenue is a continued demand for downloadable materials, including electronic books, which do not present an opportunity for generating overdue fees, as borrowed material is automatically removed from a customer's device at the end of the borrowing period. BCPL advised that from July 2014 to March 2015, customers initiated a total of 467,030 downloads (337,369 e-books, 83,662 audiobooks, and 45,999 magazines), an increase of 128,469, or 37.9% from 338,561, over the same period in FY 2014. BCPL further advised that it anticipates a total of approximately 1 million downloads for all of FY 2016.

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BCPL further advised that although electronic circulation is stabilizing, it expects that it will continue to grow with greater access and popularity. Print circulation (books and periodicals) also continues to rise, increasing 0.3% from FY 2013 to FY 2014.

BCPL should be prepared to discuss:

- ***How it balances the need for stable revenue collections with keeping fines and fees as low as possible;***
- ***Reasons for declining circulation in certain areas of the County; and***
- ***Future plans for expanding electronic materials access and maintaining necessary levels of physical collections materials.***

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10. Facilities and Equipment

BCPL manages 19 library branches throughout the County and four bookmobiles. BCPL is continually striving to enhance and improve its branches and vehicles to meet community needs. Some noteworthy projects include:

- ***Randallstown Branch Renovation:*** Interior renovations are scheduled for the Randallstown branch during FY 2016. Renovations will include a new space layout, new shelving, and new furniture and equipment. BCPL advised that the renovation will open up more floor space for patron seating, collaborative workspace, and individual work areas. BCPL expects that usage numbers will increase after the renovation is complete. BCPL further advised that the estimated renovation cost totals \$600,000 and added that employees will be relocated during the renovation if the branch is closed.
- ***Bookmobile Program:*** BCPL operates four bookmobiles that make stops in various communities, senior centers, retirement homes, and special needs schools in order to provide County residents more convenient access to library materials. BCPL advised that during FY 2016 it will complete a thorough examination of the bookmobile program, including re-evaluation of the routes, the number of vehicles, and the overall role of mobile library services in its system. BCPL further advised that it will explore the concept of a “Mobile Center of Excellence” as well as how to use its bookmobiles to provide further community outreach, particularly to underserved populations.
- ***Hereford Branch Renovation:*** During 2014, the County acquired the property (and adjacent property) for BCPL’s Hereford branch for \$1.9 million. The Hereford branch was the last leased BCPL branch. During the FY 2015 budget process, BCPL advised that \$260,900 was incurred during FY 2014 for related architectural services and that the first phase (of a three-phase process) was planned for FY 2015, which would expand and renovate the location. The renovation project is presently being managed by Property Management.

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BCPL advised that preliminary discussions regarding design took place during FY 2015, but it has not had any further communication with Property Management regarding architectural planning. BCPL further advised that it is unsure about the next step of the renovation project and added that there is a tenant in the building with a lease through 2018.

BCPL should be prepared to discuss:

- ***What it hopes to accomplish through the re-evaluation of the bookmobile program;***
- ***Further details regarding the status of the Hereford branch renovation; and***
- ***Additional projects (contingent on funding) that will enhance branches and attract additional patrons.***

11. Technology Advancements

Due to the FY 2015 shift in BCPL information technology services to the Office of Information Technology, OIT will provide the following technology initiatives for BCPL in FY 2016:

- ***New e-Commerce/Radio Frequency Identification (RFID) Solution:*** (\$884,745: \$250,000 – *Enhanced Productivity Thru Technology capital project funding and \$634,745 – Equipment financing fund*) – Funding will provide for the replacement of all RFID hardware utilized for security and circulation at library branches along with associated warranty costs. Additionally, funding will enable BCPL to update e-commerce functions to become Payment Card Industry (PCI) compliant to the latest data security standards for major credit card brands. E-Commerce systems were updated at two branches (Towson and North Point) in FY 2015 enabling BCPL to become PCI compliant; the remaining 17 branches will have systems updated in FY 2016.
- ***Digital Marketing Displays:*** (\$720,000 – *Enhanced Productivity Thru Technology capital project funding*) – Centralized control of marketing will reduce or eliminate poster printing. The digital format will also provide more flexibility for BCPL's marketing team and an updated look to branches to attract and retain patrons.

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- **Upgrades to CCTV Systems:** (*Cost TBD*) – The Office of Information Technology advised that it is currently assessing BCPL’s security needs and will update existing systems as necessary. BCPL advised that branches will be assessed in three phases. Branches where no camera systems are in place or the system has completely failed will be assessed during the remainder of FY 2015. Branches where the systems are reaching end-of-life will be assessed during FY 2016. The remainder of the branches will be assessed during FY 2017.

In addition, BCPL will benefit from the following five technology initiatives that were implemented during FY 2015:

- **PC Equipment Refresh:** (*\$950,552 – Equipment financing fund*) – Funding was provided for the replacement of all workstations at library branches and the administrative office. The project was completed during FY 2015. The Office of Information Technology advised that replacing these workstations will allow BCPL to reduce the amount of time and money spent maintaining out-of-warranty equipment. In addition, all workstations will be placed on the County’s equipment replacement schedule which provides replacement every 3-4 years.
- **Help Desk Integration:** (*No cost*) – The Office of Information Technology advised that integration will provide BCPL with customized help desk support and software for more targeted and efficient resolution of issues. In addition, integration provides a cost savings to the County by eliminating existing BCPL help desk software and associated support and maintenance costs and utilizing existing OIT software and support.
- **Purchase of additional laptops, MiFi units, and small projectors:** (*\$31,477 - Equipment financing fund*) – BCPL discontinued its centralized loaning program for these devices, enabling individual branches to have collections of these devices on hand for patrons when needed. (Previously, BCPL “loaned” these devices to branches from the Towson location.) The Office of Information Technology advised that funding for the

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additional devices totaled \$31,477, including \$22,287 for laptops and \$9,190 for projectors. OIT noted that all devices will be on the County's standard 4-year replacement schedule.

- **VoIP Consolidation:** (\$37,350: \$33,950 – *Enhanced Productivity Thru Technology capital project funding and \$3,400 – Equipment financing fund*) – Funding was provided to evaluate the ability to reduce/eliminate current communication protocols and possibly consolidate the existing BCPL Verizon contract with the County's contract to achieve efficiencies. The proposed FY 2016 budget consolidates the contracts and shifts the costs to the Office of Information Technology.
- **Financial System Integration Requirements Gathering:** (\$29,750: \$28,050 - *Enhanced Productivity Thru Technology capital project funding and \$1,700 - Equipment financing fund*) – Funding was provided for the initial phase of the process to integrate BCPL's financial system to the County's system. The Office of Information Technology advised that the first phase was completed during FY 2015 and added that it was determined to place this project on hold.

BCPL should be prepared to discuss:

- ***Any security concerns at library branches;***
- ***Any cost savings or efficiencies to be gained with the introduction of new technologies; and***
- ***Other technology projects that it hopes to implement in the future, contingent on the availability of funding.***

BALTIMORE COUNTY
FISCAL YEAR 2016 RECOMMENDED BUDGET

DEPARTMENT OF LIBRARIES (037)

APPROPRIATION DETAIL

	<u>FY 2014 ACTUAL</u>	<u>FY 2015 APPROP</u>	<u>FY 2016 REQUEST</u>	<u>NET CHANGE</u>	
				<u>AMOUNT</u>	<u>%</u>
<u>General Fund</u>					
3701 General Administration					
General Fund	\$ 6,903,806	\$ 7,209,962	\$ 6,802,388	\$ (407,574)	-5.7%
Special Fund	1,107,136	1,395,377	1,547,000	151,623	10.9%
Total	<u>8,010,942</u>	<u>8,605,339</u>	<u>8,349,388</u>	<u>(255,951)</u>	<u>-3.0%</u>
3702 Circulation/Information Services					
General Fund	14,489,460	15,130,645	15,144,951	14,306	0.1%
Special Fund	2,538,247	3,084,000	3,346,100	262,100	8.5%
Total	<u>17,027,707</u>	<u>18,214,645</u>	<u>18,491,051</u>	<u>276,406</u>	<u>1.5%</u>
3703 Customer Support Services					
General Fund	11,078,144	9,467,478	9,474,122	6,644	0.1%
Special Fund	1,837,059	2,528,078	2,118,500	(409,578)	-16.2%
Total	<u>12,915,203</u>	<u>11,995,556</u>	<u>11,592,622</u>	<u>(402,934)</u>	<u>-3.4%</u>
3704 Buildings/Vehicle Maintenance & Operation					
General Fund	2,792,200	1,271,538	1,342,692	71,154	5.6%
Special Fund	327,277	337,745	311,900	(25,845)	-7.7%
Total	<u>3,119,477</u>	<u>1,609,283</u>	<u>1,654,592</u>	<u>45,309</u>	<u>2.8%</u>
Grand Total	<u>\$ 41,073,329</u>	<u>\$ 40,424,823</u>	<u>\$ 40,087,653</u>	<u>\$ (337,170)</u>	<u>-0.8%</u>
<u>Funds Recap:</u>					
Total General Fund	\$ 35,263,610	\$ 33,079,623	\$ 32,764,153	\$ (315,470)	-1.0%
Total Special Fund	<u>5,809,719</u>	<u>7,345,200</u>	<u>7,323,500</u>	<u>(21,700)</u>	<u>-0.3%</u>
All Funds Total	<u>\$ 41,073,329</u>	<u>\$ 40,424,823</u>	<u>\$ 40,087,653</u>	<u>\$ (337,170)</u>	<u>-0.8%</u>

BALTIMORE COUNTY
FISCAL YEAR 2016 RECOMMENDED BUDGET

DEPARTMENT OF LIBRARIES (037)

PERSONNEL DETAIL - FULL-TIME EQUIVALENT POSITIONS

	FY 2014 ACTUAL	FY 2015 APPROP	FY 2016 RECOMM	NET CHANGE
3701 General Administration	18	18	18	0
3702 Circulation/Information Services	404	393	393	0
3703 Customer Support Services	85	59	66	7
3704 Buildings/Vehicle Maintenance & Operation	14	8	8	0
All Funds Total	521	478	485	7