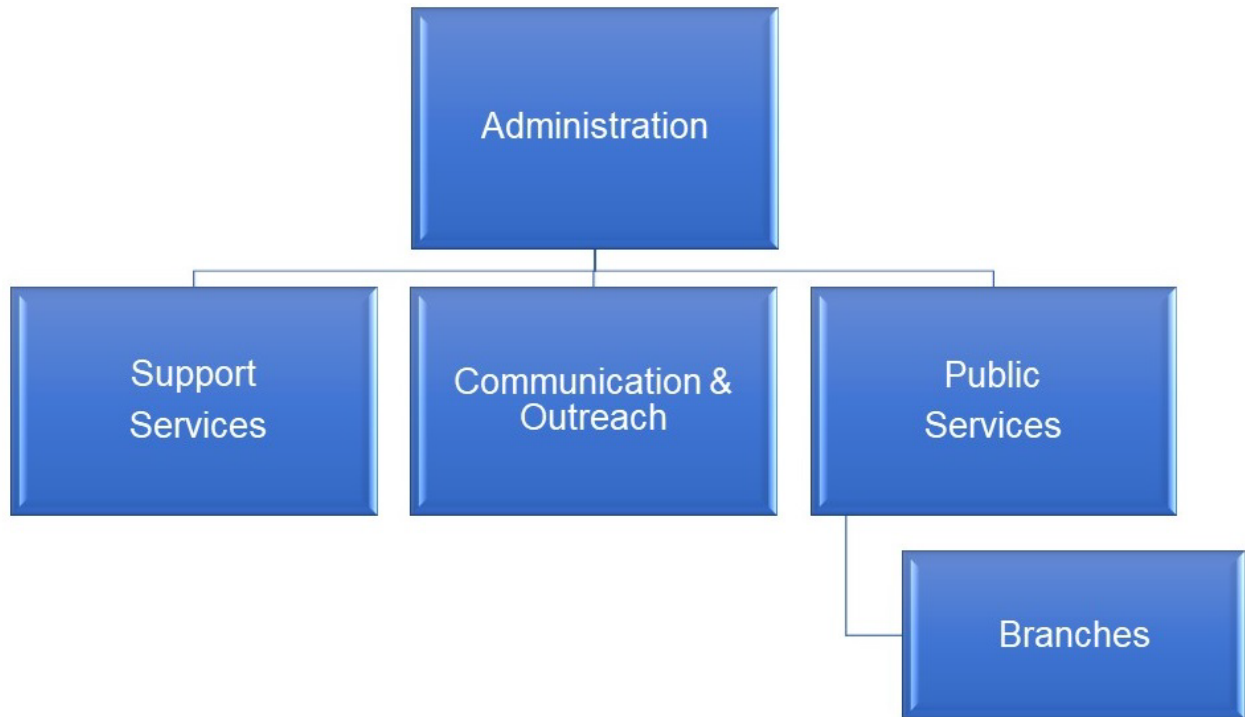


Memorial Library



MISSION AND SERVICES

Prince George’s County Memorial Library System (PGCMLS) helps build relationships that support discovery by providing equal access to opportunities and experiences.

CORE SERVICES

- Technology connection
- Hub of early literacy
- Center for personal skills development

FY 2023 KEY ACCOMPLISHMENTS

- Began and conducted search for a new chief executive officer.
- Opened the renovated Surratts-Clinton Branch Library.
- Started construction on the Commons Labs (Beltsville, Fairmount Heights, Largo-Kettering and Oxon Hill).
- Began construction on the new Baden Branch Library.
- Offered digital literacy programs in English, Spanish and Dari/Pashto to help reduce the digital divide.

STRATEGIC FOCUS AND INITIATIVES IN FY 2024

The agency's top priorities in FY 2024 are:

- Provide information resources with a customer-focused collection of materials in print, electronic and other formats.
- Increase early childhood literacy skills in children from birth to age five.
- Provide public access to the Internet.

FY 2024 BUDGET SUMMARY

The FY 2024 approved budget for the Memorial Library is \$38,110,500 an increase of \$2,582,200 or 7.3% over the FY 2023 approved budget.

Expenditures by Fund Type

Fund Types	FY 2022 Actual		FY 2023 Budget		FY 2023 Estimate		FY 2024 Approved	
	Amount	% Total	Amount	% Total	Amount	% Total	Amount	% Total
General Fund	\$32,972,016	100.0%	\$35,528,300	100.0%	\$36,328,300	100.0%	\$38,110,500	100.0%
Total	\$32,972,016	100.0%	\$35,528,300	100.0%	\$36,328,300	100.0%	\$38,110,500	100.0%

Reconciliation from Prior Year

	Expenditures
FY 2023 Approved Budget	\$35,528,300
Increase Cost: Compensation - Mandated Salary Requirements — Annualization of FY 2023 and planned FY 2024 salary adjustments for on-board positions	\$1,334,800
Increase Cost: Operating — Net increase in periodicals due to video lottery terminal (VLT) revenues to support after-school programming and Books from Birth program	707,000
Increase Cost: Operating — Increase in insurance premiums associated with risk management requirements	485,100
Increase Cost: Fringe Benefits — Increase in the fringe benefit rate from 24.8% to 25.5% to align with projected costs	339,500
Increase Cost: Operating: — Increase in telephone, utilities, printing, vehicle equipment and repair, membership fees and mileage reimbursement	130,400
Decrease Cost: Operating — Net decrease in office automation, training, advertising, general and administrative contracts, office supplies and other equipment maintenance	(414,600)
FY 2024 Approved Budget	\$38,110,500

REVENUES

COUNTY CONTRIBUTION

The FY 2024 approved County contribution for the Memorial Library is \$28,556,700 an increase of \$2,958,600 or 11.6% over the FY 2023 approved budget. The County’s contribution comprises 74.6% of total agency funding.

STATE AID

The FY 2024 approved State Aid budget for the Memorial Library is \$8,752,600, an increase of \$23,600 or 0.3% over the FY 2023 approved budget. State Aid comprises 23.3% of total agency funding.

FINES, FEES AND OTHER FUNDING SOURCES

The FY 2024 approved budget for other funding sources for the Memorial Library is \$801,200, a decrease of -\$400,000 or -33.3% under the FY 2023 approved budget. These revenues are generated from interest, detention center costs, various branch services, as well as use of fund balance. Other funding sources comprise 2.1% of total agency funding.

Reconciliation from Prior Year

	Expenditures
FY 2023 Approved Budget	\$35,528,300
Increase Revenue: County Contribution — Increase in accordance with the Prince George's FY 2024 Approved Budget	\$2,958,600
Increase Revenue: State Aid — Increase in accordance with the State of Maryland's FY 2024 Approved Budget	23,600
Decrease Revenue: Use of Fund Balance — Decrease in the use of the Memorial Library fund balance	(400,000)
FY 2024 Approved Budget	\$38,110,500

STAFF AND BUDGET RESOURCES

Authorized Positions	FY 2022 Budget	FY 2023 Budget	FY 2024 Approved	Change FY23-FY24
General Fund				
Full Time - Civilian	303	312	312	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	303	312	312	0
Part Time	38	29	29	0
Limited Term	0	0	0	0
TOTAL				
Full Time - Civilian	303	312	312	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	303	312	312	0
Part Time	38	29	29	0
Limited Term	0	0	0	0

Positions By Classification	FY 2024		
	Full Time	Part Time	Limited Term
CEO & Chief Operating Officers	4	0	0
Professional Support	27	1	0
Area Managers and Assistant Branch Managers	8	0	0
Public Service Professionals	127	5	0
Information Technology	8	0	0
Circulation	82	6	0
Materials Management Support	17	0	0
Clerical	8	8	0
Building Support/Delivery Services	31	9	0
TOTAL	312	29	0

Expenditures by Category - General Fund

Category	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimate	FY 2024 Approved	Change FY23-FY24	
					Amount (\$)	Percent (%)
Compensation	\$19,511,510	\$21,261,300	\$21,539,500	\$22,596,100	\$1,334,800	6.3%
Fringe Benefits	4,864,460	5,422,500	5,439,300	5,762,000	339,500	6.3%
Operating	8,496,017	8,744,500	9,249,500	9,652,400	907,900	10.4%
Capital Outlay	100,029	100,000	100,000	100,000	—	0.0%
SubTotal	\$32,972,016	\$35,528,300	\$36,328,300	\$38,110,500	\$2,582,200	7.3%
Recoveries	—	—	—	—	—	
Total	\$32,972,016	\$35,528,300	\$36,328,300	\$38,110,500	\$2,582,200	7.3%

In FY 2024, compensation expenditures increase 6.3% from the FY 2023 budget due to the annualization of FY 2023 and planned FY 2024 salary adjustments. Compensation costs include funding for 311 out of 312 full time and 29 part time positions. Fringe benefit expenditures increase 6.3% over the FY 2023 budget due to rising insurance premiums and compensation requirements.

Operating expenditures increase by 10.4% from the FY 2023 budget primarily due to additional video lottery terminal (VLT) revenues to support after-school programming, Books from Birth programming, risk management requirements and related insurance premiums, and increased costs for telephone, utility costs, printing, membership fees, and mileage reimbursement.

Capital outlay expenditures remain at the FY 2023 budget of \$100,000 for the replacement of two delivery vehicles and one maintenance truck.

Expenditures by Division - General Fund

Category	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimate	FY 2024 Approved	Change FY23-FY24	
					Amount (\$)	Percent (%)
Public Services	\$24,047,705	\$25,844,700	\$25,622,500	\$26,681,200	\$836,500	3.2%
Administration	1,690,920	1,850,300	1,966,400	2,318,400	468,100	25.3%
Support Services	5,406,480	5,900,500	5,897,000	6,126,500	226,000	3.8%
Communication & Outreach	1,826,911	1,932,800	2,842,400	2,984,400	1,051,600	54.4%
Total	\$32,972,016	\$35,528,300	\$36,328,300	\$38,110,500	\$2,582,200	7.3%

General Fund - Division Summary

Category	FY 2022 Actual	FY 2023 Budget	FY 2023 Estimate	FY 2024 Approved	Change FY23-FY24	
					Amount (\$)	Percent (%)
Public Services						
Compensation	\$13,234,720	\$14,443,400	\$14,492,700	\$15,257,000	\$813,600	5.6%
Fringe Benefits	3,274,300	3,651,000	3,663,200	3,890,500	239,500	6.6%
Operating	7,438,656	7,650,300	7,366,600	7,433,700	(216,600)	-2.8%
Capital Outlay	100,029	100,000	100,000	100,000	—	0.0%
SubTotal	\$24,047,705	\$25,844,700	\$25,622,500	\$26,681,200	\$836,500	3.2%
Recoveries	—	—	—	—	—	
Total Public Services	\$24,047,705	\$25,844,700	\$25,622,500	\$26,681,200	\$836,500	3.2%
Administration						
Compensation	\$1,052,900	\$1,144,800	\$1,262,900	\$1,315,300	\$170,500	14.9%
Fringe Benefits	273,770	305,300	306,200	335,400	30,100	9.9%
Operating	364,250	400,200	397,300	667,700	267,500	66.8%
Capital Outlay	—	—	—	—	—	
SubTotal	\$1,690,920	\$1,850,300	\$1,966,400	\$2,318,400	\$468,100	25.3%
Recoveries	—	—	—	—	—	
Total Administration	\$1,690,920	\$1,850,300	\$1,966,400	\$2,318,400	\$468,100	25.3%
Support Services						
Compensation	\$4,165,270	\$4,522,000	\$4,520,500	\$4,708,000	\$186,000	4.1%
Fringe Benefits	1,042,620	1,160,900	1,163,700	1,200,600	39,700	3.4%
Operating	198,590	217,600	212,800	217,900	300	0.1%
Capital Outlay	—	—	—	—	—	
SubTotal	\$5,406,480	\$5,900,500	\$5,897,000	\$6,126,500	\$226,000	3.8%
Recoveries	—	—	—	—	—	
Total Support Services	\$5,406,480	\$5,900,500	\$5,897,000	\$6,126,500	\$226,000	3.8%
Communication & Outreach						
Compensation	\$1,058,620	\$1,151,100	\$1,263,400	\$1,315,800	\$164,700	14.3%
Fringe Benefits	273,770	305,300	306,200	335,500	30,200	9.9%
Operating	494,521	476,400	1,272,800	1,333,100	856,700	179.8%
Capital Outlay	—	—	—	—	—	
SubTotal	\$1,826,911	\$1,932,800	\$2,842,400	\$2,984,400	\$1,051,600	54.4%
Recoveries	—	—	—	—	—	
Total Communication & Outreach	\$1,826,911	\$1,932,800	\$2,842,400	\$2,984,400	\$1,051,600	54.4%
Total	\$32,972,016	\$35,528,300	\$36,328,300	\$38,110,500	\$2,582,200	7.3%

DIVISION OVERVIEW

Public Services

The Public Services Division plays an integral role in the overall operations of the Prince George’s County Memorial Library System. It is the primary facilitator of information access. The primary focus is delivering services in nineteen branches, three of which have a specialized research collection, and another has a state-of-the-art media lab. In addition to the branches, Public Services broadens the mission of the County Corrections Center by delivering relevant research and resources in a safe, secure and humane environment for pre-trial and sentenced offenders.

Fiscal Summary

In FY 2024, the division expenditures increase \$836,500 or 3.2% over the FY 2023 budget. Staffing resources remain unchanged from the FY 2023 budget. The primary budget changes include:

- Compensation costs increase due to annualization of FY 2023 and planned FY 2024 salary enhancements for eligible staff.
- Fringe benefit costs increase due to the compensation adjustments.
- A decrease in operating expenses for periodicals, office automation, training, contracts, supplies and equipment and lease costs.

	FY 2023 Budget	FY 2024 Approved	Change FY23-FY24	
			Amount (\$)	Percent (%)
Total Budget	\$25,844,700	\$26,681,200	\$836,500	3.2%
STAFFING				
Full Time - Civilian	217	217	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	217	217	0	0.0%
Part Time	15	15	0	0.0%
Limited Term	0	0	0	0.0%

Administration

The Administration Division includes the Chief Executive Officer's Office, department of Talent and Culture and the Finance and Budget department. The CEO oversees the overall operation of the library system. The Department of Talent & Culture provides overall policy direction on various cultural, professional development and other human resource topics. The Department of Finance and Budget oversees the recording, tracking, and reporting activities of the Library's financial and budget activities.

Fiscal Summary

In FY 2024, the division expenditures increase \$468,100 or 25.3% over the FY 2023 budget. Staffing resources remain unchanged from the FY 2023 budget. The primary budget changes include:

- Personnel costs increase primarily due to the annualization of FY 2023 and planned FY 2024 salary enhancements for eligible staff within the division.
- An increase in fringe benefit costs increase due to increase in compensation adjustments.
- An increase in operating impacting risk management requirements and related insurance premium costs.

	FY 2023 Budget	FY 2024 Approved	Change FY23-FY24	
			Amount (\$)	Percent (%)
Total Budget	\$1,850,300	\$2,318,400	\$468,100	25.3%
STAFFING				
Full Time - Civilian	12	12	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	12	12	0	0.0%
Part Time	3	3	0	0.0%
Limited Term	0	0	0	0.0%

Support Services

The Support Services Division provides support functions to the branches and administration including collection management, procurement, business intelligence, information technology and facilities management. Safety, security and the oversight of capital construction projects are also included in this division.

- Operating expenditures increase slightly however, the remain largely unchanged.

Fiscal Summary

In FY 2024, the division expenditures increase by \$226,000 or 3.8% over the FY 2023 budget. Staffing resources remain unchanged from the FY 2023 budget. The primary budget changes include:

- Compensation increases due to FY 2023 and planned FY 2024 salary adjustments.
- Fringe benefit expenditures increase due to compensation adjustments.

	FY 2023 Budget	FY 2024 Approved	Change FY23-FY24	
			Amount (\$)	Percent (%)
Total Budget	\$5,900,500	\$6,126,500	\$226,000	3.8%
STAFFING				
Full Time - Civilian	68	68	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	68	68	0	0.0%
Part Time	11	11	0	0.0%
Limited Term	0	0	0	0.0%

Communication & Outreach

The Communication and Outreach Division oversees and supports the Library's engagement with the community through strategic partnerships, virtual and in-person programs, outreach, intercultural services, digital platforms, public relations, media production and government affairs. This division includes all the departments under the supervision of the Chief Operating Officer for Communication and Outreach: Public Relations/Marketing, Digital Services, Program Services, Intercultural Services and the PGCMLS Foundation.

Fiscal Summary

In FY 2024, the division expenditures increase by \$1,051,600 or 54.4% over the FY 2023 budget. Staffing resources remain unchanged from the FY 2023 budget. The primary budget changes include:

- An increase in compensation due to FY 2023 and planned FY 2024 salary adjustments.
- An increase in fringe benefits due to anticipated costs and compensation requirements.
- An increase in operating expenditures primarily due to video lottery terminal (VLT) revenues to support after-school programming and the Books from Birth program.

	FY 2023 Budget	FY 2024 Approved	Change FY23-FY24	
			Amount (\$)	Percent (%)
Total Budget	\$1,932,800	\$2,984,400	\$1,051,600	54.4%
STAFFING				
Full Time - Civilian	15	15	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	15	15	0	0.0%
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

SERVICE DELIVERY PLAN AND PERFORMANCE

Goal 1 — To provide information resource services to the County's citizens, residents and visitors in order to effectively meet their educational, cultural and recreational needs.

Objective 1.1 — Increase the percentage of County residents that are registered cardholders.

FY 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
70%	65%	59%	62%	65%	↔

Trend and Analysis

Current trends indicate a slow but steady return to previous levels of monthly new card registrations, making this percentage appear to be increasing back to pre-COVID-19 numbers. Factors such as automatic registration of PGCPs students, increasing County population, shifting needs of service and expiration of inactive cards strongly impact this objective. Many customers have moved to online usage of the Library in this period as well and have helped increase the percentage.

Performance Measures

Measure Name	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Resources (Input)					
Hours all library branches are open	30,794	3,172	40,803	42,000	42,500
New titles added	57,596	33,814	31,584	30,000	20,000
Collection uses (including circulation, in-house and digital resources)	4,120,657	2,511,896	3,417,333	3,700,000	3,900,000
Persons entering the library	1,679,342	32,345	891,228	1,000,000	1,200,000
Library website page views	6,235,194	5,590,843	5,208,380	5,600,000	5,800,000
Reference questions asked	349,139	102,256	269,788	340,000	400,000
Efficiency					
Materials circulated and reference questions asked per hour open	129	805	91	96	110
Impact (Outcome)					
Registered cardholders as percent of population	61%	65%	59%	62%	65%
Active registered cardholders	570,717	596,029	574,684	600,000	620,000

Objective 1.2 — Increase the number of participants in Library programming.

FY 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
200,000	267,454	55,732	71,000	76,000	↓

Trend and Analysis

This objective was heavily affected by COVID-19 with in-person programming only returning in the middle of FY 2022. The Library is rapidly returning to its previous number of programs with subsequent increases to attendance. Staffing levels and training are the most critical factor for this objective's outcomes.

Performance Measures

Measure Name	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Resources (Input)					
Expenditures (millions)	\$32.3	\$33.0	\$33.0	\$35.5	\$38.1
Workload, Demand and Production (Output)					
Meeting room uses	5,071	0	24,944	32,000	35,000
Adult programs	1,672	852	868	1,000	1,100
Attendance at adult programs	22,483	251,979	17,731	16,000	17,000
Teen programs	390	161	352	500	600
Attendance at teen programs	17,339	2,761	9,910	15,000	16,000
Children's programs	4,074	569	1,060	1,500	2,000
Attendance at children's programs	90,230	12,176	25,158	40,000	43,000
Active registered cardholders	570,717	596,029	574,684	600,000	620,000
Attendance for online programs	7,787	264,744	16,521	10,000	10,000
Efficiency					
Program attendance - adult	16	280	22	16	15
Program attendance - teen	39	19	25	30	27
Program attendance - children	19	18	26	27	22
Quality					
New registrants added yearly	31,587	24,118	39,806	42,000	43,000
Impact (Outcome)					
Total program attendance	131,210	267,454	55,732	71,000	76,000
Program attendance per 1000 cardholders	17	39	97	118	123

Goal 2 — To increase early childhood (birth to age five) literacy participation.

Objective 2.1 — Increase the participation at programs offered for children.

FY 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
50,000	12,176	25,158	40,000	43,000	↔

Trend and Analysis

Birth to five programming was the most impacted Library service during COVID-19 due to limited alternatives to in-person programs that affect outcomes for this age group. As with Objective 1.2, the Library is returning to previous levels of programming for birth to five but these program types in particular are very contingent on well-trained staff. Actuals for the measure, "County population (estimate)," under fiscal year 2021 have been restated for accuracy.

Performance Measures

Measure Name	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Resources (Input)					
County population (estimate)	967,201	955,306	987,957	998,335	1,008,818
Workload, Demand and Production (Output)					
Preschool cardholders	32,493	47,779	26,163	28,000	30,000
School-age cardholders	216,245	265,153	238,044	240,000	250,000
Preschool summer reading signups	1,333	246	581	700	1,000
Beanstack sessions	14,286	12,705	12,320	13,000	14,000
Impact (Outcome)					
Attendance at children's programs	90,230	12,176	25,158	40,000	43,000

Goal 3 — To provide public access to the Internet.

Objective 3.1 — Increase the total number of Internet sessions by Library customers including both public computer and wireless sessions.

FY 2028 Target	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected	Trend
2,100,000	182,369	606,997	700,000	1,000,000	↔

Trend and Analysis

Previous year data for this objective had indicated this service being the least affected by COVID-19 during and after building closures due to a number of resources still being available to customers, including Drive-Up/Expansion of Wi-Fi and Chromebook checkouts. The need for computers and internet in the community continued and was exacerbated during COVID-19. Having the Library as a free resource was critical to this objective's trend returning quickly and in the case of Wi-Fi use, even surpassing pre-pandemic closure levels.

Performance Measures

Measure Name	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Resources (Input)					
Public computer sessions	477,296	7,658	186,968	260,000	300,000
Computer session time (average)	55:00	42:00	53:00	55:00	57:00
Wireless sessions	827,067	174,711	420,029	550,000	600,000
Public access computers	625	488	691	740	720
Workload, Demand and Production (Output)					
Active registered cardholders	570,717	596,029	574,684	600,000	620,000
Quality					
New registrants added yearly	31,587	24,118	39,806	42,000	43,000
Impact (Outcome)					
Public computer and wireless internet sessions	1,304,363	182,369	606,997	700,000	1,000,000