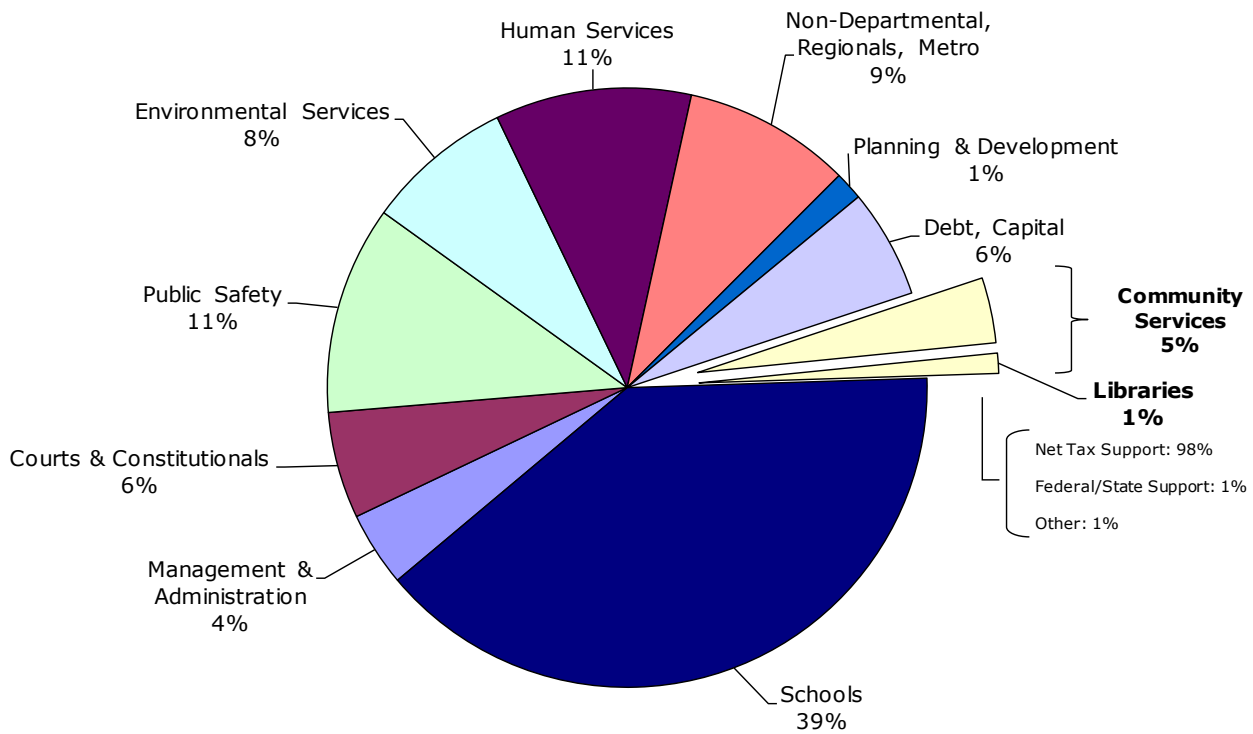
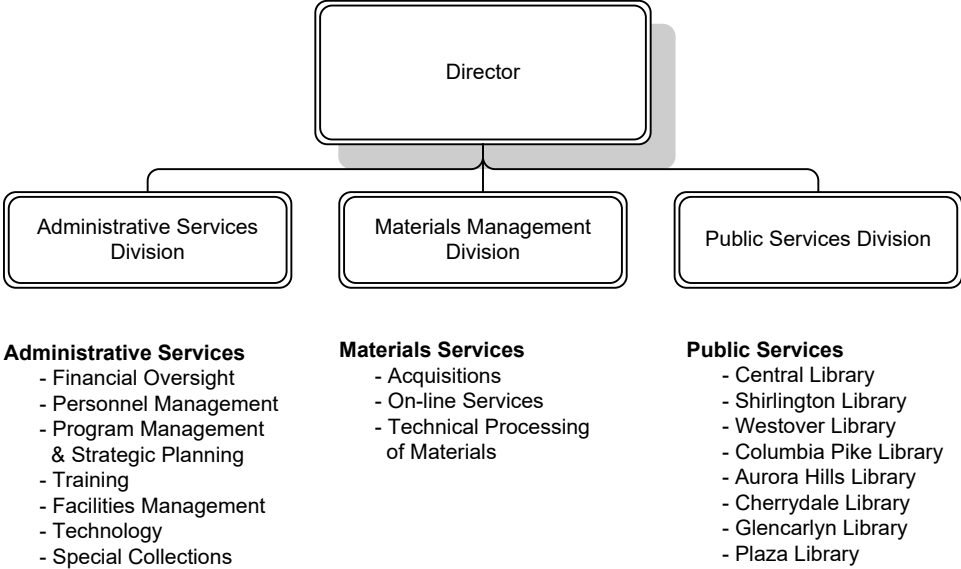


Our Mission: To provide access to information, create connections to knowledge, and promote the joy of reading for every Arlingtonian

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Libraries is \$15,154,838, a three percent increase over the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County’s cost for employee health insurance, and the addition of a half year of funding (one-time) for a new Children’s Librarian position (1.0 FTE) for the expanded Courthouse Library, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of funding for materials (\$30,000 ongoing, \$180,000 one-time) to grow the children’s collection across the system, add resources to the library’s database and e-book collections, and establish a larger collection at the expanded Courthouse Library, and adjustments to the annual expense for maintenance and replacement of County vehicles (\$5,582).
- ↓ Revenue decreases due to lower fine revenue resulting from the Department’s auto-renewal policy implementation in FY 2020 and the elimination of fines (\$155,000) to make the library’s collections more accessible to all users, partially offset by an increase in the state’s grant allocation.

DEPARTMENT FINANCIAL SUMMARY

| | FY 2019 Actual | FY 2020 Adopted | FY 2021 Proposed | % Change '20 to '21 |
|------------------------------|---------------------|---------------------|---------------------|------------------------|
| Personnel | \$11,733,213 | \$11,906,252 | \$12,141,237 | 2% |
| Non-Personnel | 2,725,299 | 2,798,019 | 3,013,601 | 8% |
| Total Expenditures | 14,458,512 | 14,704,271 | 15,154,838 | 3% |
| Fees | 412,502 | 425,000 | 85,000 | -80% |
| Grants | 184,510 | 182,231 | 193,218 | 6% |
| Total Revenues | 597,012 | 607,231 | 278,218 | -54% |
| Net Tax Support | \$13,861,500 | \$14,097,040 | \$14,876,620 | 6% |
| Permanent FTEs | 120.66 | 117.48 | 118.48 | |
| Temporary FTEs | 13.19 | 13.19 | 13.19 | |
| Total Authorized FTEs | 133.85 | 130.67 | 131.67 | |

PROGRAM MISSION

To ensure that the Department's staff receive the tools, services, and support required to deliver excellent customer service. Program areas include the following:

Financial Oversight

- Preparing the budget and tracking revenue and expenditures.

Personnel Management

- Hiring employees for the Department, overseeing the performance appraisal system, and providing counseling for supervisors and employees.

Program Management and Strategic Planning

- Developing plans for library service for future years and managing system-wide projects.

Training

- Locating training opportunities to provide staff with current skills, tracking training taken within the Department, and managing the training budget.

Facilities Management

- Providing delivery service between the branches and Central library, dealing with emergency building repairs, and ensuring overall security of the libraries.

Technology

- Providing technical support for electronic resources and all public access computers.

Special Collections

- The Center for Local History (formerly the Virginia Room) provides archival and digital collections, research services, and educational programs related to Arlington history.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the increase of hours of an existing Administrative Assistant III position (0.25 FTE) reclassified from the Materials Management Division (0.125 FTE) and the Public Services Division (0.125 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners, partially offset by lower retirement contributions based on current actual projections.
- ↑ Non-personnel increases due to the annual expense for maintenance and replacement of County vehicles (\$5,582).
- ↓ Revenue decreases due to lower fine revenue resulting from the Department's auto-renewal policy implementation in FY 2020 and the elimination of fines (\$155,000) to make the library's collections more accessible to all users, partially offset by an increase in the state's grant allocation.

ADMINISTRATIVE SERVICES

PROGRAM FINANCIAL SUMMARY

| | FY 2019 Actual | FY 2020 Adopted | FY 2021 Proposed | % Change '20 to '21 |
|------------------------------|---------------------------|----------------------------|-----------------------------|--------------------------------|
| Personnel | \$3,118,177 | \$2,947,957 | \$3,064,877 | 4% |
| Non-Personnel | 855,351 | 809,857 | 815,439 | 1% |
| Total Expenditures | 3,973,528 | 3,757,814 | 3,880,316 | 3% |
| Fees | 412,502 | 425,000 | 85,000 | -80% |
| Grants | 184,510 | 182,231 | 193,218 | 6% |
| Total Revenues | 597,012 | 607,231 | 278,218 | -54% |
| Net Tax Support | \$3,376,516 | \$3,150,583 | \$3,602,098 | 14% |
| Permanent FTEs | 26.00 | 26.00 | 26.25 | |
| Temporary FTEs | 0.70 | 0.70 | 0.70 | |
| Total Authorized FTEs | 26.70 | 26.70 | 26.95 | |

PERFORMANCE MEASURES

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|
| User sessions of public internet computers | N/A | N/A | 168,410 | 168,355 | 168,000 | 160,000 |
| Library App users | N/A | N/A | 183,973 | 485,330 | 558,129 | 641,848 |
| Percent of department budget appropriation expended | 99.0% | 98.5% | 100.0% | 99.5% | N/A | N/A |

- Two new performance measures were added in the FY2021 budget to better reflect the Administrative Services' performance: user sessions of public internet computers and library app users.
- Library app users increase due to increased advertising of its functionality. The library app is a convenient tool for searching the catalog, placing holds, accessing their account bar codes instead of using a library card, and paying fines.

PROGRAM MISSION

To collect, organize, and provide access to information and library resources in a timely and cost-effective manner. This includes:

- Acquisitions – purchasing books and materials in a variety of formats.
- Online Services - library online catalog.
- Technical Processing of materials.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a part-time librarian position (0.63 FTE) to the Public Services Division (0.50 FTE) and to the Administrative Services Division (0.13 FTE) and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County’s cost for employee health insurance.
- ↑ Non-personnel increases due to the addition of funding for materials (\$30,000 ongoing, \$180,000 one-time) to grow the children’s collection across the system, add resources to the library’s database and e-book collections, and establish a larger collection at the expanded Courthouse Library.

PROGRAM FINANCIAL SUMMARY

| | FY 2019 Actual | FY 2020 Adopted | FY 2021 Proposed | % Change '20 to '21 |
|------------------------------|--------------------|--------------------|---------------------|------------------------|
| Personnel | \$1,357,657 | \$1,405,935 | \$1,346,858 | -4% |
| Non-Personnel | 1,533,621 | 1,593,742 | 1,803,742 | 13% |
| Total Expenditures | 2,891,278 | 2,999,677 | 3,150,600 | 5% |
| Total Revenues | - | - | - | - |
| Net Tax Support | \$2,891,278 | \$2,999,677 | \$3,150,600 | 5% |
| Permanent FTEs | 13.86 | 12.88 | 12.25 | |
| Temporary FTEs | 0.62 | 0.62 | 0.62 | |
| Total Authorized FTEs | 14.48 | 13.50 | 12.87 | |

PERFORMANCE MEASURES

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|--|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| Average anticipated wait time for reserved popular print titles | 18 weeks | 19 weeks | 19 weeks | 16 weeks | 13 weeks | 12 weeks |
| Average anticipated wait time for reserved popular e-titles | 27 weeks | 22 weeks | 37 weeks | 36 weeks | 32 weeks | 31 weeks |
| Children & teen material as a percent of total library circulation | 48.0% | 48.6% | 51.5% | 51.2% | 50.0% | 50.0% |
| Downloadable material as a percent of total library circulation | 13.1% | 15.0% | 16.8% | 19.6% | 21.0% | 23.0% |

MATERIALS SERVICES

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|--|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| Downloadable material as a percentage of total library material spending | 14.0% | 28.0% | 39.9% | 30.0% | 35.0% | 35.0% |
| E-materials added to collection | 16,725 | 24,803 | 32,308 | 16,976 | 27,000 | 35,000 |
| Number of new library cards issued | 24,405 | 23,704 | 22,559 | 21,203 | 21,500 | 21,500 |
| Physically printed titles added to collection | 71,556 | 63,001 | 58,232 | 55,894 | 55,000 | 55,000 |
| All titles added to the collection | 88,281 | 87,804 | 90,540 | 72,870 | 82,000 | 90,000 |

- Average anticipated wait times for popular e-titles will remain higher than print titles for the foreseeable future as the same title is significantly more expensive in the digital format.
- Downloadable material as a percentage of total library circulation, material spending, and e-materials added to collection were higher in FY 2018 due to the addition of \$250,000 in one-time funding that was spent primarily on digital titles. In FY 2021, the addition of \$150,000 in one-time and \$60,000 ongoing funding will help the library grow the children’s collection across the system and will add several new continuing education resources to the library’s database and e-book collections. The funding will also set up a children’s collection at the new Bozman Center Plaza Library.
- The number of e-materials in the collection will rise significantly in FY 2020 with the addition of \$300,000 in ongoing funding. This will reduce anticipated wait time for popular e-titles and will allow the library to expand digital streaming platforms that are popular with patrons.
- All titles added to the collection refers to all copies in the collection in all formats, including e-books.

PROGRAM MISSION

To provide access to information, create connections among people, and promote reading and culture for every Arlingtonian and other patrons.

The libraries serving Arlington neighborhoods are:

- Central Library
- Shirlington Library
- Westover Library
- Columbia Pike Library
- Aurora Hills Library
- Cherrydale Library
- Glencarlyn Library
- Plaza Library

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, the transfer in of a librarian position (0.50 FTE) from the Materials Services Division, and the addition of a half-year of funding (one-time) for a new Children's Librarian position (1.0 FTE) for the expanded Courthouse Library, partially offset by the transfer out of a Library Assistant II position (0.125 FTE) to the Administrative Services Division and lower retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

| | FY 2019 Actual | FY 2020 Adopted | FY 2021 Proposed | % Change '20 to '21 |
|------------------------------|--------------------|--------------------|---------------------|------------------------|
| Personnel | \$7,257,379 | \$7,552,360 | \$7,729,502 | 2% |
| Non-Personnel | 336,327 | 394,420 | 394,420 | - |
| Total Expenditures | 7,593,706 | 7,946,780 | 8,123,922 | 2% |
| Total Revenues | - | - | - | - |
| Net Tax Support | \$7,593,706 | \$7,946,780 | \$8,123,922 | 2% |
| Permanent FTEs | 80.80 | 78.60 | 79.98 | |
| Temporary FTEs | 11.87 | 11.87 | 11.87 | |
| Total Authorized FTEs | 92.67 | 90.47 | 91.85 | |

PERFORMANCE MEASURES

Central Library

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of people attending programs | 35,742 | 41,572 | 51,133 | 47,597 | 52,000 | 52,000 |
| Number of physical materials borrowed | 876,099 | 840,028 | 796,866 | 768,465 | 742,000 | 716,000 |

Shirlington Library

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of people attending programs | 15,405 | 12,013 | 17,020 | 23,091 | 18,000 | 18,000 |
| Number of physical materials borrowed | 252,545 | 234,897 | 229,568 | 224,675 | 220,000 | 215,000 |

Westover Library

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of people attending programs | 17,949 | 13,442 | 16,183 | 18,564 | 17,000 | 17,000 |
| Number of physical materials borrowed | 304,428 | 290,018 | 309,471 | 290,986 | 290,000 | 285,000 |

Columbia Pike Library

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of people attending programs | 6,237 | 8,056 | 14,842 | 12,910 | 15,000 | 15,000 |
| Number of physical materials borrowed | 170,495 | 158,466 | 154,052 | 142,574 | 100,000 | 135,500 |

Aurora Hills Library

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of people attending programs | 5,494 | 5,633 | 12,187 | 9,567 | 13,000 | 13,000 |
| Number of physical materials borrowed | 142,118 | 143,161 | 130,348 | 128,862 | 125,000 | 122,500 |

- In FY 2019, the number of programs offered decreased due to facility repairs and maintenance resulting in the closure of meeting rooms.

Cherrydale Library

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of people attending programs | 3,607 | 3,998 | 7,852 | 8,676 | 8,000 | 8,000 |
| Number of physical materials borrowed | 109,584 | 110,572 | 108,413 | 102,139 | 100,000 | 98,000 |

Glencarlyn Library

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of people attending programs | 5,252 | 5,010 | 4,165 | 3,788 | 4,500 | 4,500 |
| Number of physical materials borrowed | 67,572 | 65,448 | 67,740 | 61,019 | 60,000 | 58,000 |

Plaza Library

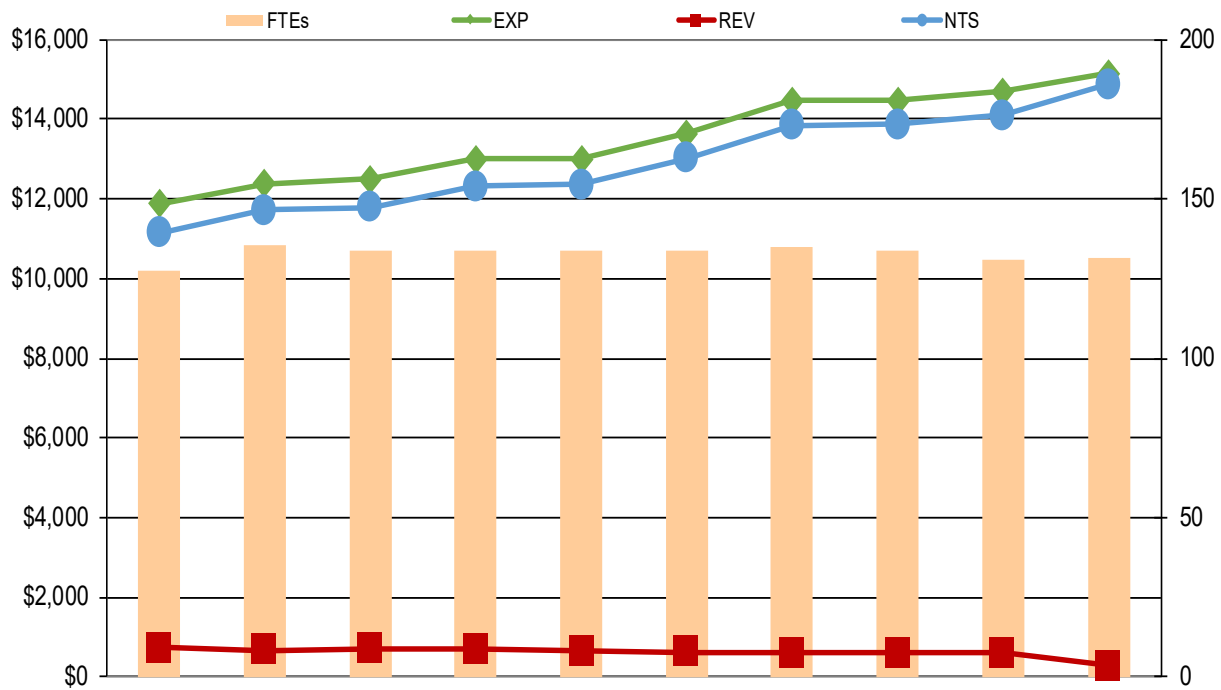
| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of physical materials borrowed | 31,836 | 32,487 | 33,715 | 35,874 | 20,000 | 20,000 |

Virtual Library (E-Material)

| Critical Measures | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Estimate | FY 2021 Estimate |
|------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Number of materials borrowed | 405,189 | 443,741 | 508,286 | 592,132 | 615,000 | 630,000 |

- The number of physical materials continues to decline as some patrons move to digital borrowing options and the upcoming renovations at the Bozman Center and temporary closure of the Plaza branch library in FY 2020 and FY 2021 are expected to reduce the number of physical materials borrowed.
- Prior to FY 2018, only children and young adult participants were included in program attendance measures. FY 2018 and forward includes participants of all ages.

EXPENDITURE, REVENUE, NET TAX SUPPORT, AND FULL-TIME EQUIVALENT TRENDS



| | FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|-------------|----------|----------|----------|----------|----------|----------|----------|----------|----------------|-----------------|
| \$ in 000s | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Adopted Budget | Proposed Budget |
| EXP | \$11,889 | \$12,395 | \$12,493 | \$13,007 | \$12,999 | \$13,649 | \$14,466 | \$14,459 | \$14,704 | \$15,155 |
| REV | \$743 | \$676 | \$710 | \$688 | \$649 | \$616 | \$607 | \$597 | \$607 | \$278 |
| NTS | \$11,146 | \$11,719 | \$11,783 | \$12,319 | \$12,350 | \$13,033 | \$13,859 | \$13,862 | \$14,097 | \$14,877 |
| FTEs | 127.55 | 135.55 | 133.85 | 133.85 | 133.85 | 133.85 | 134.85 | 133.85 | 130.67 | 131.67 |

| Fiscal Year | Description | FTEs |
|--------------------|---|--------------------|
| FY 2012 | <ul style="list-style-type: none"> ▪ The County Board funded a partial restoration of some branch library hours (\$93,461, 2.45 temporary FTE). ▪ The County Board restored \$50,000 for print materials. ▪ The County Board added one-time funding for E-books (\$115,000). ▪ The County Board approved a one percent one-time lump sum payment for employees at the top step (\$16,464). | 2.45 |
| FY 2013 | <ul style="list-style-type: none"> ▪ The restoration of library branch hours reduced in FY 2010 and FY 2011 added 8.0 FTEs (\$442,996). ▪ Non-personnel expenses decreased due to the reduction of one-time funding for materials (\$115,000). ▪ Revenues decreased due to a reduction in the amount of fees and fines collected (\$50,076), reimbursements from Signature Theatre for their portion of utilities at the Shirlington Library/Signature Theatre facility (15,000), and the amount of State aid received (\$5,063). | 8.0 |
| FY 2014 | <ul style="list-style-type: none"> ▪ Eliminated a Human Resources/Organization Development (OD) Specialist position and a part-time Administrative Technician I position (\$147,521). ▪ Reduced the budget for temporary employees (\$7,088). ▪ Reduced the consultant budget in Administrative Services Division (\$10,000) and Materials Management Division (\$10,000). ▪ Held 0.5 FTE Library Assistant II position vacant for 6 months (\$18,180). ▪ Intra-County charges increased (\$45,000) for the reimbursement from Schools for their share of the Integrated Library System (ILS). ▪ Revenues decreased due to changes in reimbursements from Signature Theatre for their portion of utilities at the Shirlington Library/Signature Theatre facility (\$70,000), partially offset by the restoration of a previous State aid cut (\$7,196). | (1.5) (0.2) |
| FY 2015 | <ul style="list-style-type: none"> ▪ Reduced data processing expense due to Arlington Public Schools (APS) reduction of participation in the County's contract for the Integrated Library System (ILS) (\$34,000). ▪ Intra-County Charges decreased due to changes with APS participation on the County's contract for the ILS (\$34,000). ▪ Revenues decreased based on the historical downward trend of fines, partially due to the increased usage of E-materials which do not incur late fees (\$25,000). | |
| FY 2016 | <ul style="list-style-type: none"> ▪ Increased funds for the Integrated Library System (ILS) (\$15,000). | |
| FY 2017 | <ul style="list-style-type: none"> ▪ The County Board converted proposed ongoing materials funding to one-time funding (\$123,077). ▪ One-time funding added for Pop-Up space (\$250,000). | |

| Fiscal Year | Description | FTEs |
|-------------|--|----------------------------------|
| | <ul style="list-style-type: none"> ▪ Ongoing funding added for the County’s Open Data Initiative for record archiving (\$50,000), which will be used to implement recommendations of the Arlington History Task Force and digitize priority Central for Local History collections, providing improved public access. ▪ Library fees were adjusted in FY 2017 for overdue items. The daily fees increased from \$0.20 to \$0.30 per day for juvenile/young adult (YA) materials, remain the same for adult materials (\$0.30 per day), and decreased from \$1.00 to \$0.30 per day for all DVDs. | |
| FY 2018 | <ul style="list-style-type: none"> ▪ The County Board added one-time funding for the Pop-Up space in Crystal City to remain open through December of 2017 (\$19,000). ▪ Eliminated one-time funding added in FY 2017 for the creation of the Pop-Up space (\$250,000) and materials (\$123,077). ▪ Added a Youth Services Librarian (\$99,500), funded from savings generated from reducing the Crystal City TIF percentage from 33 percent to 30 percent. ▪ One-time funding added for materials (\$250,000). | 1.0 |
| FY 2019 | <ul style="list-style-type: none"> ▪ Eliminated of a filled Library Assistant II position that handles tasks associated with processing physical materials (\$74,086). ▪ Removed of one-time funding for materials (\$250,000) and the Pop-Up Library in Crystal City (\$19,000). ▪ Non-personnel decreased due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$2,424). ▪ Fee revenue decreased to better align budget to actuals (\$30,000). ▪ <i>A technical adjustment was made to align the County’s Human Resource system with Libraries’ FY 2019 budget.</i> | (1.0) 0.02 |
| FY 2020 | <ul style="list-style-type: none"> ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$1,330). ▪ Eliminated of a filled Infrastructure Support Specialist II position that provides computer assistance and support (\$114,579). ▪ Eliminated of a filled Library Associate position that handles bill payment, invoicing, and assistance with contracts for the Materials Management Division (\$76,545). ▪ Eliminated of a vacant Library Associate that manages the Talking Books program. (\$72,053). ▪ Eliminated of a vacant Librarian position that manages the Library’s electronic services database (\$50,136). ▪ Added of on-going funding for materials (\$300,000). ▪ Increased to the annual expense for maintenance and replacement of County vehicles (\$15,266). | (1.0) (1.0) (0.7) (0.5) |