

**TOWN OF BELMONT  
LIBRARY  
OVERVIEW OF PERFORMANCE AND OTHER CRITERIA**

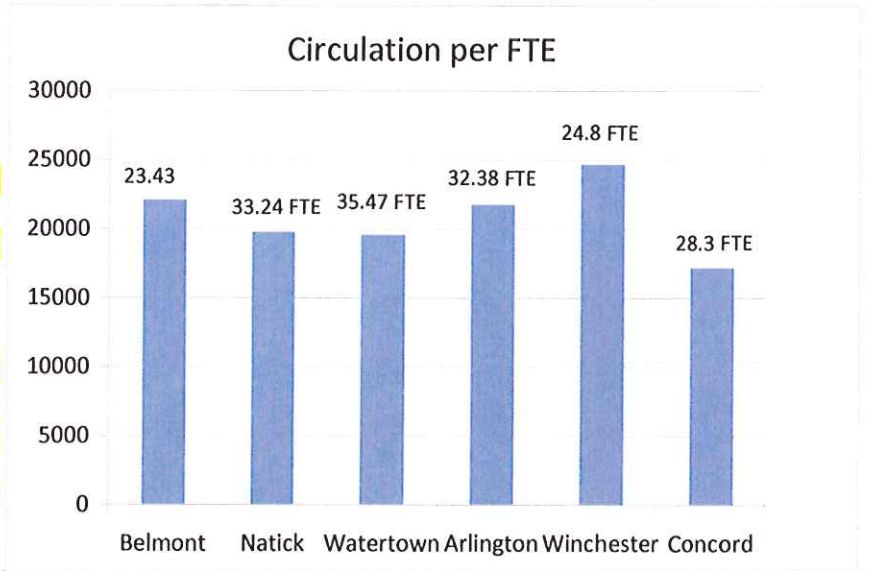
**Library Performance Data**

**Key Performance Indicators**

|                           | FY10 Results | FY11 Results | FY12 Target | FY13 Target |
|---------------------------|--------------|--------------|-------------|-------------|
| Circulation               | 544,986      | 538,388      | 540,250     | 540,450     |
| Internet use              | 31,854       | 29,392       | 30,000      | 30,000      |
| Children's circulation    | 252,002      | 255,603      | 257,500     | 257,700     |
| Reserves (Items borrowed) | 68,196       | 65,913       | 66,000      | 66,200      |

|                                   | Circulation | Population | FTE   | Circ per FTE |
|-----------------------------------|-------------|------------|-------|--------------|
| <b>Circulation per FTE FY2011</b> |             |            |       |              |
| Belmont                           | 538,388     | 24,729     | 23.43 | 22,979       |
| Natick                            | 655,839     | 33,006     | 33.24 | 19,730       |
| Watertown                         | 693,250     | 31,915     | 35.47 | 19,545       |
| Arlington                         | 704,104     | 42,844     | 32.38 | 21,745       |
| Winchester                        | 612,402     | 21,374     | 24.8  | 24,694       |
| Concord                           | 486,813     | 17,668     | 28.28 | 17,214       |



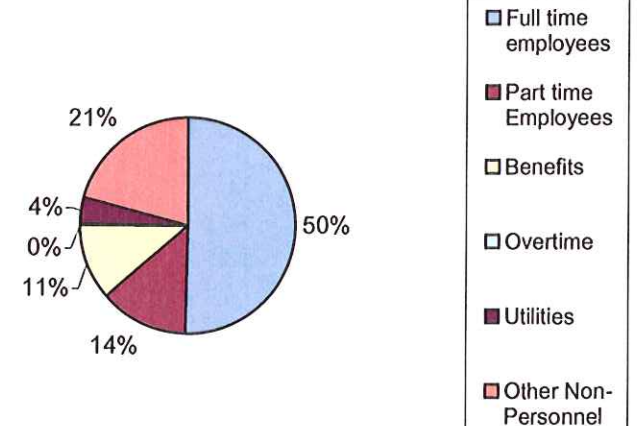
**Administrative Performance Data**

|                                  | FY10 Budget | FY11 Budget | FY12 Target | FY13 Target |
|----------------------------------|-------------|-------------|-------------|-------------|
| # Full Time equivalents (FTE)    | 22.8        | 23.36       | 23.36       | 23.43       |
| # Full Time                      | 17          | 17          | 17          | 17          |
| # Part Time                      | 4           | 4           | 4           | 4           |
| % of workforce - women           | 86%         | 86%         | 86%         | 86%         |
| Multilingual employees           |             |             |             |             |
| % sick time - non FMLA employees | 2.2%        | 2.0%        | 2.0%        | 2.1%        |

**Budget Data**

|   | FY10 Actual      | FY11 Budget      | FY12 Budget      | FY13 Budget      | %     |
|---|------------------|------------------|------------------|------------------|-------|
| Total Full time employees               | 867,609          | 883,386          | 893,293          | 956,071          | 50.20 |
| Total part time employees               | 202,093          | 233,542          | 240,681          | 257,401          | 13.52 |
| Benefits (health, life, work comp, Med) | 162,896          | 207,984          | 182,975          | 212,744          | 11.17 |
| Total overtime                          | 4,000            | 6,000            | 8,000            | 8,000            | 0.42  |
| Utilities                               | 92,659           | 68,713           | 71,988           | 72,180           | 3.79  |
| Other Non-Personnel                     | 379,511          | 392,330          | 444,347          | 398,025          | 20.90 |
| <b>Total Expenses</b>                   | <b>1,708,768</b> | <b>1,791,955</b> | <b>1,841,284</b> | <b>1,904,421</b> |       |

**Summary of Annual Budget FY13**



## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

### Belmont Public Library

#### I. Overview

**Program Responsibilities:** The library has five primary areas:

Function one: **Circulation Services** is responsible for the circulation of all materials owned by the Belmont Library and materials from libraries in and outside the network

Function two: **Adult/Reference Services** selects books, databases and other materials for the adult and reference collections

Function three: **Young Adult Services** provides library and information services to students in grades seven through high school.

Function four: **Children's Services** provides library and information services to young children from birth to grade six.

Function five: **Technical/Processing Services** is responsible for the acquisition, cataloging, data entry, processing and weeding of the collection.

**Staffing:** The proposed FY13 library budget has 23.43 FTEs (17 full time and 4 part-time permanent employees.)

**Budget:** The proposed budget for FY13 is \$1,904,421. Of the total amount Function one (Circulation Services) is 21%, Function two (Adult Services) is 31%, Function Three (Young Adult Services) is 4%, Function Four (Children's Services) is 15% and Function Five (Technical Services) is 13%. Administration makes up 16% of the total budget.

**Program outcomes/performance indicators:** The department indicators are primarily customer/patron satisfaction, success rate, percentage increases or decreases, and time completed.

#### II. Department Budget by function

The chart below estimates the functional costs for the Library. Salaries represent direct payments to employees. The Benefits, which include health insurance, workers compensation, and the town's Medicare match, are allocated on a percentage basis. The "Other cost" component, based on a percentage for each of the Functions, includes utilities, office supplies, maintenance, equipment, training, computer services, postage, and materials.

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

| Department Budget Recap |                         |                   |                            |                        |                         |                  |                    |
|-------------------------|-------------------------|-------------------|----------------------------|------------------------|-------------------------|------------------|--------------------|
|                         | Circulation<br>Services | Adult<br>Services | Young<br>Adult<br>Services | Children's<br>Services | Technical<br>Processing | Admin            | Total              |
| Salaries                | \$202,554               | \$375,904         | \$42,627                   | \$180,883              | \$150,935               | \$204,284        | \$1,157,187        |
| Benefits                | \$49,674                | \$67,128          | \$9,510                    | \$30,208               | \$20,907                | \$35,317         | \$212,744          |
| Other                   | \$145,086               | \$143,259         | \$19,391                   | \$75,738               | \$76,876                | \$74,139         | \$534,490          |
| <b>Total</b>            | <b>\$397,315</b>        | <b>\$586,291</b>  | <b>\$71,528</b>            | <b>\$286,828</b>       | <b>\$248,718</b>        | <b>\$313,740</b> | <b>\$1,904,421</b> |

### III. Staffing and Structure

Circulation Services consists of a supervisor, two full-time circulation assistants and two part-time (25 hours) circulation assistants. The department also has a number of temporary staff (non-union) who help cover the sixty-eight hours open (Sunday hours included)

The Adult/Reference Services consists of a coordinator and three full-time librarians, one of whom is assigned part-time to Technical Services, and the part-time (30 hours) Young Adult Librarian report to the coordinator of Adult services. The technology librarian also covers the reference desk. The department has some temporary staff who help cover the sixty-eight hours open. All librarians must have a Masters Degree in Library Science.

All public service staff are required to work a minimum of one evening a week and at least one Saturday per month, while some work every third, and some every other Saturday.

Technical Services consists of a coordinator and two full-time clerical assistants. There were two temporary staff members but in FY12 one position was eliminated to add five hours to the young adult librarian's position. The department is open thirty-five hours a week.

Administration consists of the library director, the administrative assistant, and the head custodian. All work 40 hours per week while the director often works additional hours with evening meetings, etc. There is a temporary custodian who covers weekends and vacation. MP Cleaning Co, a contractual cleaning services, also covers 44 hours per week. The full-time technology librarian, who functions as a department head, reports to the director.

Over the past several years, the library's capacity to service Belmont has been impaired by the budget allocated the library. The following are some of the staffing reductions necessitated by budget constraints imposed on the library:

- Since Proposition 2 1/2, the total library staff has decreased by 32% while circulation doubled to a half a million plus items. Before Proposition 2 ½ the library had 31 FTEs. Today we have 23.43 FTEs

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

| Circulation per FTE |             |            |       |          |         |  |
|---------------------|-------------|------------|-------|----------|---------|--|
| FY2011              | Circulation | Population | FTE   | Circ/FTE | Pop/FTE |  |
| Belmont             | 538,388     | 24,729     | 23.43 | 22,979   | 1055    |  |
| Natick              | 655,839     | 33,006     | 33.24 | 19,730   | 993     |  |
| Watertown           | 693,250     | 31,915     | 35.47 | 19,545   | 900     |  |
| Arlington           | 704,104     | 42,844     | 32.38 | 21,745   | 1323    |  |
| Winchester          | 612,402     | 21,374     | 24.8  | 24,694   | 862     |  |
| Concord             | 486,813     | 17,668     | 28.28 | 17,214   | 625     |  |

- Sunday openings, in high demand among the library's patrons and important to the community, were restored (after four years) to thirty Sundays, October -May, each opened four hours, 1 - 5 PM.

| Library Department FTEs |             |       |             |            |           |       |       |
|-------------------------|-------------|-------|-------------|------------|-----------|-------|-------|
| FY13                    |             |       |             |            |           |       |       |
|                         | Circulation | Adult | Young Adult | Children's | Technical | Admin | Total |
| Librarians              |             | 6.28  | 0.85        | 2.00       | 1.00      | 0.00  | 10.13 |
| Clerks                  | 6.36        |       |             | 1.32       | 2.37      | 0.00  | 10.05 |
| Management              | 0.17        | 0.15  | 0.03        | 0.07       | 0.05      | 1.53  | 2.00  |
| Custodial               | 0.20        | 0.20  | 0.20        | 0.20       | 0.20      | 0.25  | 1.25  |
|                         |             |       |             |            |           |       | 23.43 |

### BREAKDOWN OF TASKS (ON AVERAGE)

#### 1. ADULT/REFERENCE SERVICES

The following are approximations of what the average % would be for a librarian.

*44% Collection development* - selects books, databases and other materials for the adult and reference collections; maintains general reference, fiction and non-fiction collections; manages audio visual collections including music compact discs, talking books, eBooks, DVDs and CD-ROMs.

*39% Reference/Reader Advisory* - answers information and reference questions in person, over the phone and by email; instructs patrons in the use of the Internet, the online catalog and other online databases; recommends titles, creates book lists and display

*7% Programming* - initiates and facilitates appropriate programs for library patrons such as concerts, lectures and workshops; works with various community groups to plan programs, such as One Book One Belmont; informs community about available programs and services through newspaper articles, twitter, blogs etc.

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

*5% Professional Development* - keeps up-to-date on the development of electronic resources and other new media; keeps abreast of new trends in services, webinars, attends workshops provided by MLN, attends meetings and conferences.

*5% Administration/Clerical* – includes some website maintenance; some supervision of staff and volunteers

In Adult Services there is a Technology Librarian (35 hours). She is part of the reference staff.

### **Technology Librarian**

*70%* - Maintains the website (webmaster), maintains all the PCs- public and staff – a total of 74, maintains the server, phone system computer, eReaders (20) and copiers and printers; maintains software licenses; troubleshoots all equipment; conducts instruction classes for adults on PCs, eBooks, databases, catalog; trains staff on technology.

*20%* - Reference/reader advisory

*5%* - Collection development

*5%* - Professional development

### **2. YOUNG ADULT SERVICES – One librarian for 30 hours**

*40% - Reference/ reader advisory* - provides library and information services to students in grades seven through high school and adults as well; assists students in the selection of materials for school assignments and in choosing materials for their leisure reading.

*30% - Collection Development* - selects materials for the young adult collection; maintains the collection; instructs students in the use of the online catalog and databases.

*25% - Programming* - initiates appropriate programs including reading programs, poetry workshops, and baby sitting workshops; maintains teen pages of the web site for homework support, study guides, book review database and book lists; works closely with the middle school and the high school teachers and librarians; and offers one-on-one instructional support to students for the National History Day Project; offers bibliographic instruction to students in 6th grade Social Studies classes and 10th grade English classes; and offers assistance to 12th grade students with their Literary Criticism thesis projects.

*4% - Professional Development* - - keeps up-to-date on the development of electronic resources and other new media; keeps abreast of new trends in services, webinars, attending workshops provided by MLN, attends meetings and conferences.

*1% - Admin/Clerical*

### **3. CHILDREN'S SERVICES -Librarians**

*37% Reference/readers advisory/ circulation-* provides library and information services to young children from birth to grade six and assists parents/adults as well; assists young students in the selection of materials for school assignments and in choosing materials for their leisure; instructs children in the

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

use of the online catalog and databases; assists with circulation tasks. Annual circulation for the children's department is approximately 46% of the total circulation.

*33% Collection development* - selects materials for the children's collection; maintains the collection of general reference, picture books, easy readers, fiction and non-fiction; manages the audio visual collection including, DVDs, eBooks, talking books, and cassettes.

*24% Programming* - initiates appropriate programs including story hours beginning from two months of age up to 5 years of age, book discussions for grades 4-6, reading programs throughout the year for both readers and non-readers, sing-along music programs, puppet shows and other enrichment programs.

*3% - Professional Development* - keeps up-to-date on the development of electronic resources and other new media; keeps abreast of new trends in services, webinars, attending workshops provided by MLN, attends meetings and conferences.

*3% - Admin/Clerical*

### CHILDREN'S SERVICES - Circulation Assistant

*60% Circulation* - checks in and checks out materials owned by Belmont and materials from other libraries; notifies patrons of reserves and overdue items; issues library cards and completes data entry; provides reference assistance.

*15% Delivery* - packs and unpacks bins; processes returns and reserves.

*20% Shelving materials* - returns materials to their proper place and keeping the items in alphabetical and alpha-numeric order.

*5% Paging list/admin/clerical* - sends Belmont materials to other libraries; program prep and calendar.

## 4. CIRCULATION SERVICES

*55% Circulation at front desk* - checks in and checks out of all materials owned by Belmont and materials from libraries in and outside the network; notifies patrons of reserves and overdue items; reconciles fines and lost items; issues library cards; and maintains a patron database.

*40% Processing reserves and delivery* - unpacks bins for materials being returned to Belmont and receiving materials from other libraries to fill Belmont patron requests; packs delivery bins to send Belmont materials to other libraries to fill patron requests and returning items from other libraries. The annual circulation for adult and young adult is over 300,000 items. These items are not just checked out but they also need to be checked in. The total annual circulation for all departments is over 525,000, keeping Belmont ranked among the most heavily used libraries in its population group.

*5% Admin/Clerical* - prints paging list and retrieves material being requested from other libraries, and shelving materials.

## 5. TECHNICAL/PROCESSING SERVICES

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

*39% Acquisitions* - orders, receives, processes and invoices new materials (books, periodicals, audio visual) and orders office supplies; creates requisitions.

*29% Data entry/cataloging* - enters all new materials into the Minuteman Library Network's online catalog - approximately 13,000 - 15,000 items annually.

*19% Processing materials* - prepares items with proper labels, security strips, plastic jackets to be ready for patron checkout; processes discards.

*3% Repairing material* - replaces jackets, cases, barcodes, labels etc. for approximately 1,000 plus items annually.

*3% Admin/clerical* - receives, sorts distribution of mail; checks in periodicals; maintenance of holdings information.

*7% Delivery/Circulation* - assists on the circulation desk; helps unpack the deliveries which are materials being returned to Belmont and materials to fill holds for patrons.

### IV. Goals, outcome measures, detailed descriptions and input/output measures for major programs

#### A. Program - Adult/Reference Services

**Goal - Collection Development** - Maintain a strong print collection at the same time as we provide new media and online resources to meet patrons' changing needs and interests.

##### 1. Goal overview

1a. Read reviews, keep up-to-date with electronic resources and media in order to select new print and non-print materials for the adult collection to meet the needs and interests of the patrons.

1b. Use circulation reports and patron interests, withdraw items from the adult print and non-print collection that no longer circulate, are no longer relevant, or the information is outdated.

##### 2. Program outcomes

2a. Approximately 8,000 items (5%) will be added to the adult collection.

2b. Approximately 6,500 items (4%) will be discarded from the adult collection

##### 3. Detailed description

###### Adult/Reference Services overview –

- selects books, databases and other materials for the adult and reference collections
- keeps up-to-date on the development of electronic resources and other new media
- maintains general reference, fiction and non-fiction collections
- manages audio visual collection including music compact discs, talking books, videos, DVDs and CD-ROMs
- answers information and reference questions in person, over the phone and by email
- instructs patrons in the use of the Internet, the online catalog and other online databases
- maintains and updates the library website

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

- initiates and facilitates appropriate programs for library patrons.

### 4. Input/Output measures

| INPUTS                                | Actual<br>FY 10 | Budget<br>FY 11 | Estimated<br>FY 12 | Projected<br>FY 13 |
|---------------------------------------|-----------------|-----------------|--------------------|--------------------|
| 7. Number of Employees                |                 |                 | 6.28               | 6.28               |
| 8. Department Expenditures            |                 |                 | \$151,432          | \$155,869          |
| OUTPUTS                               |                 |                 |                    |                    |
| Number of adult items to be added     |                 |                 | 8,011 add          | 8,298 add          |
| Number of adult items to be withdrawn |                 |                 | 6,585 w/n          | 6,441 w/n          |

### B. Program - Young Adult Services - Part-time Librarian (30 hours)

**Goal - Collection Development** - Maintain a strong print collection at the same time as we provide new media and online resources to meet patrons' changing needs and interests.

#### 1. Goal overview

1a. Read reviews, keep up-to-date with electronic resources and media, and keep up-to-date with the school curriculum for homework support in order to select new print and non-print materials for the young adult collection to meet the information needs and leisure reading/viewing of the students in grades seven through high school.

1b. Use circulation reports, school curriculum, and students interests, withdraw items from the young adult print and non-print collection that no longer circulate, are no longer relevant, or the information is outdated.

#### 2. Program outcomes

- Approximately 700 items (less than ½ of a %) will be added to the young adult collection.
- Approximately 300 items (less than ½ of a %) will be discarded from the young adult collection.

#### 3. Detailed description

##### Young Adult Services overview -

- provides library and information services to students in grades seven through high school
- selects materials for the young adult collection
- maintains the collection
- assists students in the selection of materials for school assignments and in choosing materials for their leisure
- instructs students in the use of the online catalog and databases
- initiates appropriate programs including reading programs, poetry workshops, and baby sitting workshops



**TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY**

- maintains teen pages of the website for homework support, study guides, book review database and book lists
- works closely with the middle school and the high school teachers and librarians
- offers one-on-one instructional support to students for the National History Day Project
- offers bibliographic instruction to students in 6th grade Social Studies classes and 10th grade English classes
- provides assistance to 12th grade students with their Literary Criticism thesis projects.

**4. Input/Output measures**

| <b>INPUTS</b>                      | <b>Actual<br/>FY 10</b> | <b>Budget<br/>FY 11</b> | <b>Estimated<br/>FY 12</b> | <b>Projected<br/>FY 13</b> |
|------------------------------------|-------------------------|-------------------------|----------------------------|----------------------------|
| 1. Number of Employees             |                         |                         | .71                        | .85                        |
| 2. Department Expenditures         |                         |                         | \$9,031                    | \$11,138                   |
| <b>OUTPUTS</b>                     |                         |                         |                            |                            |
| Number of YA items to be added     |                         |                         | 752 added                  | 768 added                  |
| Number of YA items to be withdrawn |                         |                         | 295 w/n                    | 287 w/n                    |

**C. Program - Children’s Services**

**Goal - Collection Development** - Maintain a strong print collection at the same time as we provide new media and online resources to meet patrons’ changing needs and interests.

**1. Goal overview**

- 1a. Read reviews, keep up-to-date with electronic resources and media, and keep up-to-date with the school curriculum for homework support in order to select new print and non-print materials for the children’s collection to meet the information needs and leisure reading/viewing of children from infancy through the sixth grade and parents.
- 1b. Use circulation reports, school curriculum, children and parents interests, withdraw items from the children’s print and non-print collection that no longer circulate, are no longer relevant, or the information is outdated.

**2. Program Outcomes**

- 2a. Approximately 3,600 items (2%) will be added to the children’s collection.
- 2b. Approximately 1,900 items (1%) will be discarded from the children’s collection

**3. Detailed description**

**Children’s Services overview -**

- provides library and information services to young children from birth to grade six
- selects material for the children’s collection

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

- maintains the collection of general reference, picture books, easy readers, fiction and non-fiction
- manages the audio visual collection including DVDs, books on CD, and music CDs
- initiates appropriate programs including story hours beginning from two months of age up to 5 years of age, book discussions for grades 3-6, reading programs throughout the year for both readers and non-readers, sing-along music programs, puppet shows and other enrichment programs that are funded by the Jane Gray Dustan Fund
- instructs children in the use of the online catalog and databases.

### 4. Input/Output measures

| INPUTS                    | Actual<br>FY 10 | Budget<br>FY 11 | Estimated<br>FY 12 | Projected<br>FY 13 |
|---------------------------|-----------------|-----------------|--------------------|--------------------|
| 1.Number of Employees     |                 |                 | 2                  | 2                  |
| 2.Department Expenditures |                 |                 | \$36,175           | \$37,232           |
| OUTPUTS                   |                 |                 |                    |                    |
| Number of items added     |                 |                 | 3,801 added        | 3,695 added        |
| Number of items withdrawn |                 |                 | 2,001 w/n          | 1,947 w/n          |

### D. Program - Circulation Services

**Goal -** Check in and check out materials, process reserves and overdues, pack and unpack delivery bins in order to provide excellent customer service.

#### 1. Goal overview

Check in and check out materials owned by Belmont and materials from other libraries in and outside the network; notify patrons of reserves and overdue items, unpack bins for materials being returned to Belmont and receive materials from other libraries to fill requests; pack bins to send Belmont materials to fill requests and return items from other libraries.

#### 2. Program outcome

Approximately 1,045,215 items will be checked in and checked out in FY13

#### 3. Detailed Description

- checks in and checks out of all materials owned by Belmont and materials from libraries in and outside the network
- notifies patrons of reserves and overdue items
- reconciles fines and lost items
- issue library cards and maintains a patron database
- unpacks bins for materials being returned to Belmont and receiving materials from other libraries to fill Belmont patron requests
- packs delivery bins to send Belmont materials to other libraries to fill patron requests and returning items from other libraries
- prints paging list and retrieves material being requested from other libraries

**TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY**

- shelves materials

4. Input/Output measures

| <b>INPUTS</b>                              | <b>Actual<br/>FY 10</b> | <b>Budget<br/>FY 11</b> | <b>Estimated<br/>FY 12</b> | <b>Projected<br/>FY 13</b> |
|--|-------------------------|-------------------------|----------------------------|----------------------------|
| 1.Number of Employees                      |                         |                         | 7.85                       | 7.85                       |
| 2.Department Expenditures                  |                         |                         | \$244,974                  | \$244,036                  |
| <b>OUTPUTS</b>                             |                         |                         |                            |                            |
| Number of items checked in and checked out |                         |                         | 1,044,215 items            | 1,045,215 items            |

**E. Program - Technical Services**

**Goal - Process new materials to make ready for checkout and process all discards for the adult, young adult and children’s collection**

1. Goal overview

Order and process all new materials, enter the new material into the online catalog and prepare each item with proper labels, security and jackets to make items ready for check out and process all discards to keep the online catalog up-to-date.

2. Program outcome

Approximately 21,400 items (13%) will be processed and made ready for check out.

3 Detailed description

- orders, receives, processes and invoices new materials
- creates requisitions
- enters all new materials into the Minuteman Library Network’s online catalog
- prepares items with proper labels, security strips, plastic jackets
- replaces jackets, cases, barcodes, labels, etc.
- receives, sorts and distributes mail
- checks in periodicals
- maintains (adding and discarding materials) holdings information
- assists on the circulation desk
- helps unpack the deliveries which are materials being returned to Belmont and materials to fill holds for patrons.

4. Input/Output Measures

| <b>INPUTS</b> | <b>Actual<br/>FY 10</b> | <b>Budget<br/>FY 11</b> | <b>Estimated<br/>FY 12</b> | <b>Projected<br/>FY 13</b> |
|---------------|-------------------------|-------------------------|----------------------------|----------------------------|
|---------------|-------------------------|-------------------------|----------------------------|----------------------------|

**TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY**

|                           |  |  |           |           |
|---------------------------|--|--|-----------|-----------|
| 1.Number of Employees     |  |  | 3.37      | 3.37      |
| 2.Department Expenditures |  |  | \$130,533 | \$128,387 |
| <b>OUTPUTS</b>            |  |  |           |           |
| Number of items processed |  |  | 21,445    | 21,436    |

**V. Innovation**

**Webinars**

Public libraries must keep current with the newest technologies and resources. Metrowest, our regional library headquarters (located in Waltham), provided a professional collection and training workshops for free. Because of state budget reductions, all regional offices were consolidated to one Massachusetts Library System. Now trainings are held mostly in central Massachusetts. Since the consolidation, the library has been using Webinars to keep pace with new resources.

**Scanning and Fax options**

In FY11 the library began offering scanning to email capabilities from our copiers in place of a more expensive fax service for patrons. The service, available both in black and white and in color, is extremely popular. However, there was still a strong demand for a fax service. In FY12 the library began offering a fax service at no cost to the library and no staff time required. In fact, the library will earn a small % of revenues if the fax machine revenues are over \$50 dollars per month. This service has been very successful.

**Staffing changes**

Due to budget reductions of recent years, the full-time technical services staff are regularly scheduled on the circulation desk and also help with the deliveries. This has introduced cross-training between departments. Some temporary part-time hours now float between circulation and technical services depending upon the needs of each department; temporary staff schedules have been adjusted. There was a retirement in the technical services at the end of FY 11. One of the part-time clerks (8-10 hours) was promoted to fill the full-time position. Changes were made to streamline procedures resulting in an elimination of an 8 hour position. The cost savings was transferred to the Young Adult part-time librarian’s position to increase the hours from 25 to 30.

**Self Checkout system**

Thanks to a generous donor, the library was able to install a self checkout station (Express Lane) along with a charge card swipe to allow patrons to pay their fines via a credit card. The Express lane is being used by the patrons particularly when there is a line waiting at the circulation desk.

**Security**

In FY12, to remediate a space problem, save money and meet patron demands, the library experimented with a new security device that covers the actual disc, requires no extra security case, and is a third of the cost. The new security devise is being used on our new music CDs.

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

After a six month period we reviewed the data to see if the number of items missing had remained the same, decreased or increased. It seems the missing items remains constant or is less. There will be no increase in the processing line item for FY13. We will begin experimenting with the new security device on the non-fiction DVDs in FY 13. If the new device is successful, conversion to the new security devices for DVDs will begin in FY14.

**Digitization of local newspaper** - The Library will apply for a digitization grant from the Massachusetts Board of Library Commissioners (MBLC) to convert the Belmont local newspaper on microfilm to a digital format. This process would make the local newspaper more accessible and would eliminate the need for two microfilm readers.

### VI. Opportunities

In order for the library to continue to be effective in meeting the demands of the public the additional money would go toward supplementing the four critical components of the library's public services – the hours of operation, the materials budget, staffing and technology.

#### HOURS OF OPERATION

|   |         |
|---|---------|
| Restore one evening in the Children's Department for the summer (8 wks)           | \$1,104 |
| Add one evening in the Children's Department from September through June (44 wks) |         |
|   | \$6,072 |

#### STAFFING

**Adjust Young Adult/Reference Librarian position to be a 35 hour position by adding five hours**  
\$7,104

The Young Adult/Reference Librarian position has been in existence for 12 years as a 25 hour permanent position with benefits. In FY12, five hours were added to this position making it a thirty hour position because of streamlining procedures and staff changes in the Technical Services department. This position has clearly evolved into a 35 hour position and needs to be adjusted accordingly to meet additional educational, cultural, and recreational needs of this age group.

The purpose of this position is to plan and implement services for young adults. Over the past seven years, the Young Adult Librarian has increased collaboration with the schools by:

- Supporting 8th graders in their National History Day projects. For the past few years, the library has offered hands-on group training along with individual help and Web site information to help students in their research.
- Supporting the classes to learn about resources available at the library and at home for their major research projects and thesis papers

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

The Young Adult librarian also works with the Council on Aging by

- Offering computer training classes for seniors entitled “Teen Techs”. During the summer, high school “Teen Techs” answer questions about word processing, the ins and outs of e-mail, sending attachments, uploading photos, signing up for and using Facebook, following and being followed on Twitter, and functions such as texting and using apps on Cell/Smart Phones.

The Young Adult librarian also maintains a teen center site on our website

- The Library’s Website offers services for teens through the Teen Center, including homework assistance pages developed by the YA Librarian. It also has replacement handouts for major projects (for students who have misplaced the originals), links to practice tests and links to college search and financial aid.

Other popular activities include the summer reading program, book review Web pages, the baby-sitting workshop, and community service opportunities. The number of students in this age group has increased along with the demand for services.

**Restore some of the budget for part-time staff and library pages:     \$31,720**

**Public Services part-time staff (20 hrs)**

**\$ 23,920**

**Public Services Pages (20 hrs)**

**\$ 7,800**

Insufficient staffing has been a concern for a number of years. Having the proper number of employees is crucial to providing excellent services. The staffing levels have been inadequate since Proposition 2 1/2. At that time the library had 31.7 full-time equivalents (FTEs), currently there are 23.43 FTEs. Although staffing levels are low, usage is high, making it difficult to meet some of the goals and objectives outlined in the Long Range Plan. Programming and public service are the top priorities. More services require more staff. The part-time non-union staff cover during peak times, vacations, illness and special projects and make possible off desk time for the regular staff to weed the collection, review reports for collection development, and related tasks. The pages are high school students who help shelve materials and keep the collection in order. Reinstating this request for funding would help to maintain the level of services expected by the community.

## TECHNOLOGY

**Electronic Resources - Databases, eBooks, eReaders**

**\$20,000**

The online databases supplement out-of-print reference collections, are very up-to-date and allow for at-home use. The majority of our databases are provided through the Massachusetts Library System and the Minuteman Library Network. Funding from the state for the databases has been reduced over the past few years.

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

The library would like to continue to increase its offerings of databases but the current materials budget is insufficient. The databases range in price, usually averaging between one and three thousand dollars. Some are more expensive. The additional money would allow us to add databases such as Weiss Ratings of Banks, Insurers, and HMOs, a consumer-friendly database that rates financial stability of banks, insurance companies, and HMOs, - cost \$2,000. Medigap Insurance Tool, also from Weiss, would let patrons create a personalized report on their Medicare Supplement Insurance options, comparing price and coverage offered by different plans available in their state- cost \$1,800; a music database which offer patrons a limited number of free music downloads per week or per month- cost between \$8,000 - \$11,000. Training for use in databases is provided periodically.

The library needs to keep pace with technological innovations such as eReaders (Kindles) and eBooks that the community expects, but the materials budget is insufficient. The library subscribes to Overdrive through the Minuteman Library Network (MLN) but even the network cannot keep up with the demand. Overdrive now offers a program that allows individual libraries to purchase ebook titles for Belmont residents only. This program is called the Overdrive Advantage. Currently Advantage costs \$5,000. The library would like to increase that by an additional \$5,000. This will enable the library to purchase more of the high demand titles and reduce the wait list for our patrons.

### MATERIALS BUDGET

**\$19,568**

Restore materials Budget to 15% of the total library appropriation to fully comply with the Massachusetts Board of Library Commissioners' certification requirements. For the past few budget cycles the materials budget has only been 13.5% of the total appropriation. This decrease impacts the amount of state aid that the Library receives by annually for being certified and meeting the Municipal Appropriation Requirement (MAR).

At a minimum, the materials budget could be increased by 2.5% to keep up with inflation.

**\$6,650**

## VII. Challenges.

### SAFETY ISSUES

The elevator, original to the building, is out of service an average of six times annually. Two patrons, on separate occasions, have been trapped in the elevator. The last time this happened the Fire Department had to break the cast iron door handler which was replaced with steel and will no longer break. The doors will have to be broken to free the patrons should there be another break-down.

The floor tiles are beginning to lift and chip on the lower level causing a tripping hazard. This is especially dangerous for women wearing shoes with heels. Currently the sections that might prove to be a hazard are covered with carpeting. We have submitted the cost for removal of the asbestos floor tiles as a capital budget expense.

## **TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY**

The building has a smoke detection system but no fire suppressant system.

### **ADA COMPLIANCE**

Not all sections of the library are ADA accessible. The aisles between the shelving of our stack areas are only 35 inches wide and have an egress at one end only. Lack of shelving forces the library to use top and bottom shelves; this presents problems for the elderly and the disabled. The elevator is not fully ADA accessible – it does not accommodate motorized wheelchairs. There is only one handicap accessible toilet. The entry doors for all the entire library have to be pulled open - none are automatic.

### **SPACE CONSTRAINTS**

Keeping up with patron demands is the goal of the library; the real challenge is finding the room to add what patrons want. A perfect example is the audiovisual collection. This section is crowded into the main corridor (once the area to display art work). The lighting is poor and the space is cramped. Because the width of the aisle is so narrow, only one person at a time may be in the aisle looking at the titles on display

The children's room is another crowded space. There is really very little floor space for the younger children and only a couple of tables for the older children to do homework. The children's room with 46% of the total library circulation is always busy.

### **BUILDING ISSUES**

The building mechanicals are all original to the building and have all exceeded their life expectancy. Maintaining a constant temperature in the building is a challenge especially when there are seven different HVAC systems.

The roof continues to leak even though it has been repaired numerous times. A new rubber roof was installed about five years ago but the leaks continue mostly due to the ponding that occurs because the roof is concave. (This is a result of the AC units placement on the roof after the building was constructed.) Over the next five years, it is anticipated that the costs of repairs to keep the Library functioning will be between \$3 - \$6 million dollars. See attached sheet.

### **STATE REQUIREMENTS**

Meeting the Municipal Appropriation Requirement (MAR) is an additional challenge from the state. Meeting the MAR provides the following advantages to Belmont:

- Maintain State Certification
- Allow continued membership to the Minuteman Library Network
- Continue interlibrary loans, reciprocal borrowing privileges and free use of other libraries
- Insure state funds (Belmont library usually receives in the range of \$30,000).
- Allow access to grants



## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

### VIII. ACCOMPLISHMENTS

Increased Books on CD and weeded and converted 50% (200 titles) of the Spoken Word Cassettes to Book on CD

Increased the Foreign film collection by 43% (150 titles). Total collection - 500 titles

Increase the circulating gaming collection up to 108% (250 titles)

Continued redistribution of space in order to accommodate the increasing AV collections

Updated the volunteer section of the website to attract more volunteers to help at the library

Continue to add 20 titles every quarter to the Kindles to keep up with patrons needs

Continue to add current eReaders to the library collection - now offering the Kindle Touch for circulation and have purchased the Kindle Fire for staff training.

Repurposed the 16 old Kindles to circulate in the Children's Department and for Young Adults.

Offered scanning capabilities and a new fax service has been well received by the public

Installed a second educational computer in the children's room

Upgraded the server to the Minuteman Library Network and the Equitrac printing software for public printing

Revised and reorganized story hours based on the results of the FY11 survey

Started planning for the fourth *One Book, One Belmont* program to be held in FY13

Encouraged patrons to subscribe to the library mailing list to receive email and to increase the electronic mailing list by 25%

Evaluated the library website for ease of use by conducting a usability test this fall. Changes will be implemented by end of FY12

The young adult librarian and the children's librarians continue to meet with new school personnel - Chenery principal, English Department Director and Social Studies Director during the school year to help meet the homework needs of students

Continue to review online reference sources and integrate additional databases into the collection to enhance reference services (budget is limited)

## TOWN OF BELMONT FY 2013 NARRATIVE – PUBLIC LIBRARY

Submitted a letter of intent to the MBLC for a grant proposal to digitize the Belmont Citizen Herald

Continue to utilize community cable and other media outlets (Patch, Twitter) to promote library services

Continue to create lists monthly and continue to highlight more reader advisory information on the library's web

Continue to address changing service issues and customer service during the annual staff development day

Continue a schedule of roving staff members and maintaining a log of questions asked

Continue to provide opportunity for Staff to attend at least one training per year on current trends in technology

Staff will continue to take advantage of Webinars to keep abreast of new resources at least twice a year

Departments will continue the implementation of their systematic weeding schedule to be 50% completed by the end of FY12

Scanning project will be completed by the end of FY12

**TOWN OF BELMONT EXPENDITURES  
FY2013 PROPOSED BUDGETS**

| <b>MUNIS<br/>Org &amp; Obj</b>       | <b>Account Title</b>            | <b>FY10<br/>EXPENDED</b> | <b>FY11<br/>EXPENDED</b> | <b>FY12 TOWN<br/>FINAL VOTE</b> | <b>FY12 TOWN<br/>EST EXP</b> | <b>FY13 TOWN REQ<br/>LEVEL SERVICE</b> | <b>% Chg Level<br/>Service to FY 12</b> |
|--------------------------------------|---------------------------------|--------------------------|--------------------------|---------------------------------|------------------------------|--|---|
| <b><u>LIBRARY-ADMINISTRATION</u></b> |                                 |                          |                          |                                 |                              |  |   |
| <b><u>16111</u></b>                  |                                 |                          |                          |                                 |                              |  |   |
| 511000                               | FULL TIME SAL.                  | 191,748                  | 193,069                  | 193,610                         | 195,202                      | 195,200                                |   |
| 511100                               | PART TIME SAL.                  | 5,614                    | 5,808                    | 6,944                           | 6,944                        | 9,084                                  |   |
| 513000                               | OVERTIME                        | 4,610                    | 5,997                    | 8,000                           | 9,000                        | 8,000                                  |   |
| 514800                               | LONGEVITY                       | 700                      | 700                      | 750                             | 750                          | 900                                    |   |
| 517000                               | HEALTH INSURANCE                | 19,468                   | 20,269                   | 22,413                          | 22,413                       | 22,413                                 |   |
| 517200                               | WORKERS COMP                    | 278                      | 267                      | 356                             | 356                          | 409                                    |   |
| 517800                               | MEDICARE                        | 2,755                    | 2,579                    | 2,923                           | 2,923                        | 3,091                                  |   |
| 519900                               | UNIFORMS                        |                          | 725                      | 675                             | 725                          | 725                                    |   |
|                                      | <b><u>PERSONAL SERVICES</u></b> | <b><u>225,173</u></b>    | <b><u>229,414</u></b>    | <b><u>235,671</u></b>           | <b><u>238,313</u></b>        | <b><u>239,822</u></b>                  |   |
| <b><u>16112</u></b>                  |                                 |                          |                          |                                 |                              |  |   |
| 521100                               | ESCO LEASE                      | 8,690                    | 8,690                    | 8,690                           | 8,690                        | 8,690                                  |   |
| 522800                               | GAS                             | 13,604                   | 14,686                   | 22,147                          | 21,147                       | 22,811                                 |   |
| 522900                               | ELECTRICITY                     | 29,550                   | 29,409                   | 37,181                          | 36,181                       | 37,181                                 |   |
| 523100                               | WATER                           | 2,907                    | 3,290                    | 5,000                           | 5,000                        | 5,000                                  |   |
| 524300                               | MAINT. BUILDINGS.               | 72,729                   | 67,270                   | 68,060                          | 69,000                       | 78,725                                 |   |
| 524300                               | MAINT. GROUNDS                  |                          |                          |                                 |                              |  |   |
| 524400                               | REPAIRS & MAINTENANCE           | 400                      | 32                       | 412                             |                              |  |   |
| 524500                               | MAINT. OFFICE EQUIP.            | 3,743                    | 4,006                    | 360                             | 360                          | 369                                    |   |
| 524500                               | MAINT. LIBRARY EQUIP.           | -                        | -                        | 4,549                           | 4,549                        | 4,663                                  |   |
| 530001                               | MEDICAL REP. & BILLS            |                          | 266                      | 120                             | 285                          | 285                                    |   |
| 531700                               | EMPLOYEE TRAINING               | 87                       | 277                      | 300                             | 300                          | 300                                    |   |
| 531900                               | ADVERTISING & PUBLIC RELATION:  | -                        | 211                      | 250                             | 250                          | 250                                    |   |
| 534500                               | POSTAGE                         | 3,080                    | 2,425                    | 3,200                           | 3,200                        | 3,200                                  |   |
| 534700                               | PRINTING                        |                          | 999                      | 1,050                           | 1,050                        | 1,076                                  |   |
| 542100                               | OFFICE SUPPLIES                 | 8,543                    | 715                      | 840                             | 840                          | 857                                    |   |
| 545000                               | CUSTODIAL SUPP.                 | -                        | 8,986                    | 9,446                           | 9,446                        | 9,682                                  |   |
| 548900                               | GASOLINE                        | 468                      | 606                      | 950                             | 28                           | 600                                    |   |
| 571000                               | IN STATE TRAVEL                 |                          | 259                      | 250                             | 280                          | 330                                    |   |
| 573000                               | DUES & MEMBERSHIP               |                          | 570                      | 620                             |                              |  |   |
|                                      | <b><u>OTHER EXPENSES</u></b>    | <b><u>143,802</u></b>    | <b><u>142,698</u></b>    | <b><u>163,425</u></b>           | <b><u>160,606</u></b>        | <b><u>174,019</u></b>                  |   |
|                                      | <b>TOTAL LIBRARY ADMIN.</b>     | <b>368,975</b>           | <b>372,112</b>           | <b>399,096</b>                  | <b>398,919</b>               | <b>413,842</b>                         | <b>3.7%</b>                             |

**TOWN OF BELMONT EXPENDITURES  
FY2013 PROPOSED BUDGETS**

| <b>MUNIS<br/>Org &amp; Obj</b> | <b>Account Title</b>                    | <b>FY10<br/>EXPENDED</b> | <b>FY11<br/>EXPENDED</b> | <b>FY12 TOWN<br/>FINAL VOTE</b> | <b>FY12 TOWN<br/>EST EXP</b> | <b>FY13 TOWN REQ<br/>LEVEL SERVICE</b> | <b>% Chg Level<br/>Service to FY 12</b> |
|--------------------------------|---|--------------------------|--------------------------|---------------------------------|------------------------------|--|---|
| <b><u>16121</u></b>            | <b><u>LIBRARY - PUBLIC SERVICES</u></b> |                          |                          |                                 |                              |  |   |
| 511000                         | FULL TIME WAGES                         | 531,434                  | 542,817                  | 560,768                         | 560,768                      | 565,671                                |   |
| 511100                         | PART TIME WAGES                         | 189,889                  | 196,606                  | 231,936                         | 231,936                      | 236,297                                |   |
| 513000                         | OVERTIME                                |                          | -                        | -                               |                              |  |   |
| 514800                         | LONGEVITY                               | 4,682                    | 5,282                    | 6,150                           | 5,986                        | 5,986                                  |   |
| 517000                         | HEALTH INSURANCE                        | 97,246                   | 101,345                  | 138,767                         | 138,767                      | 138,767                                |   |
| 517200                         | WORKERS COMP                            | 990                      | 948                      | 1,266                           | 1,266                        | 1,455                                  |   |
| 517800                         | MEDICARE                                | 8,986                    | 9,266                    | 10,501                          | 10,501                       | 11,715                                 |   |
| 517900                         | LIFE INSURANCE                          | 227                      | 227                      | 227                             |                              |  |   |
|                                | <b><u>PERSONAL SERVICES</u></b>         | <b><u>833,454</u></b>    | <b><u>856,491</u></b>    | <b><u>949,615</u></b>           | <b><u>949,224</u></b>        | <b><u>959,891</u></b>                  |   |
| <b><u>16122</u></b>            |   |                          |                          |                                 |                              |  |   |
| 530000                         | PROF.SERVICES                           |                          | 1,100                    | 790                             | 790                          | 810                                    |   |
| 534100                         | TELEPHONE                               | 6,925                    | 7,341                    | 7,660                           | 7,660                        | 7,852                                  |   |
| 552900                         | BOOK/PER/FILM/CD/REC                    | 234,782                  | 253,750                  | 257,960                         | 257,960                      | 266,005                                |   |
| 573000                         | DUES                                    |                          |                          |                                 |                              |  |   |
|                                | <b><u>OTHER EXPENSES</u></b>            | <b><u>241,707</u></b>    | <b><u>262,191</u></b>    | <b><u>266,410</u></b>           | <b><u>266,410</u></b>        | <b><u>274,667</u></b>                  |   |
|                                | <b>TOTAL LIBRARY - PUBLIC SERVICE</b>   | <b>1,075,161</b>         | <b>1,118,682</b>         | <b>1,216,025</b>                | <b>1,215,634</b>             | <b>1,234,558</b>                       | <b>1.5%</b>                             |

**TOWN OF BELMONT EXPENDITURES  
FY2013 PROPOSED BUDGETS**

| <b>MUNIS<br/>Org &amp; Obj</b> | <b>Account Title</b>                       | <b>FY10<br/>EXPENDED</b> | <b>FY11<br/>EXPENDED</b> | <b>FY12 TOWN<br/>FINAL VOTE</b> | <b>FY12 TOWN<br/>EST EXP</b> | <b>FY13 TOWN REQ<br/>LEVEL SERVICE</b> | <b>% Chg Level<br/>Service to FY 12</b> |
|--------------------------------|--|--------------------------|--------------------------|---------------------------------|------------------------------|--|---|
| <b><u>16131</u></b>            | <b><u>LIBRARY - TECHNICAL SERVICES</u></b> |                          |                          |                                 |                              |  |   |
| 511000                         | FULL TIME SAL.                             | 133,235                  | 130,391                  | 138,915                         | 138,915                      | 138,915                                |   |
| 511100                         | PART TIME SAL.                             | 19,322                   | 15,636                   | 19,001                          | 12,407                       | 12,020                                 |   |
| 514800                         | LONGEVITY                                  | 1,300                    | 875                      | 875                             | 875                          | 1,925                                  |   |
| 517000                         | HEALTH INSURANCE                           | 19,477                   | 25,763                   | 16,404                          | 16,404                       | 16,404                                 |   |
| 517200                         | WORKERS COMP                               | 271                      | 260                      | 347                             | 347                          | 399                                    |   |
| 517800                         | MEDICARE                                   | 1,570                    | 1,969                    | 2,231                           | 2,231                        | 2,216                                  |   |
|                                | <b><u>PERSONAL SERVICES</u></b>            | <b><u>175,176</u></b>    | <b><u>174,894</u></b>    | <b><u>177,773</u></b>           | <b><u>171,179</u></b>        | <b><u>171,879</u></b>                  |   |
| <b><u>16132</u></b>            |  |                          |                          |                                 |                              |  |   |
| 530600                         | COMPUTER SERVICE                           | 53,999                   | 55,132                   | 62,000                          | 62,000                       | 63,469                                 |   |
| 542200                         | PROCESSING SUPPLIES                        | 11,002                   | 12,000                   | 11,000                          | 11,000                       | 11,000                                 |   |
| 573000                         | DUES                                       |                          |                          |                                 |                              |  |   |
|                                | <b><u>OTHER EXPENSES</u></b>               | <b><u>65,001</u></b>     | <b><u>67,132</u></b>     | <b><u>73,000</u></b>            | <b><u>73,000</u></b>         | <b><u>74,469</u></b>                   |   |
| <b><u>16133</u></b>            |  |                          |                          |                                 |                              |  |   |
| 587100                         | IT EQUIPMENT (from IT budget)              | -                        | 11,949                   | 12,000                          | 12,000                       | 12,000                                 |   |
|                                | <b><u>CAPITAL OUTLAY</u></b>               | <b><u>-</u></b>          | <b><u>11,949</u></b>     | <b><u>12,000</u></b>            | <b><u>12,000</u></b>         | <b><u>12,000</u></b>                   |   |
|                                | <b>TOTAL LIBRARY - TECHNICAL SERVICES</b>  | <b>240,177</b>           | <b>253,975</b>           | <b>262,773</b>                  | <b>256,179</b>               | <b>258,348</b>                         | <b>-1.7%</b>                            |
|                                | <b><u>TOTAL LIBRARY</u></b>                | <b><u>1,684,313</u></b>  | <b><u>1,744,769</u></b>  | <b><u>1,877,894</u></b>         | <b><u>1,870,732</u></b>      | <b><u>1,906,748</u></b>                | <b>1.5%</b>                             |