

Beaufort County Library
BOARD OF TRUSTEES MEETING
Minutes – February 11, 2015 – 4:00 pm

A Special Library Board meeting was held at the St. Helena Branch Library.

Trustees: Bernard Kole, *Chair*; Eileen Fitzgerald, *Vice-Chair*; Joseph Bogacz, Linda MacDonald, Lynne Miller, and Anna Maria Tabernick.

- Absentees: Jean Morgan, Laura Sturkie, Peggy Martin.

Library Staff: Jan O'Rourke, Interim Library Director; Kathy Mitchell, Collection/Development Coordinator; Maria Benac, St. Helena Branch Manager; and Ileana Herrick, Administrative Assistant.

County Staff: Morris Campbell, Director of Community Services; and Alan Eisenman, Financial Analyst.

Guests: Ms. Marilyn Harcharik, President of Beaufort Branch Library Friends; Earl Dietz, President of the Public Library Foundation.

County Council Member: Councilman William McBride, District 3.

Call to Order: The meeting was called to order at 4:02 p.m.

Pledge of Allegiance: The Chairman of the Board Mr. Bernard Kole led those present in the Pledge of Allegiance to the Flag.

Public Comment: 25 members of the public representing the NAACP, the Democratic Party and other community organizations, were present to speak of their concern about 1) the future of the libraries 2) library hours of operations 3) library materials budget 4) Signage for the Lobeco Branch Library.

Mr. Kole stated that the Board is working on providing adequate library services for our community within the budget. *Ms. Fitzgerald encouraged the members of the public to attend the County Council public hearings to support the libraries.* Mr. McBride stated that the Library will continue to serve the community. The library system provides services to its patrons within the allocated budget. Library operating funding is based on the proceeds received from taxpayers.

Minutes of January 14, 2015: Mr. Kole made a motion to accept the minutes. Ms. Miller seconded the motion. There was a unanimous vote.

Mr. Kole stated that the agenda was prepared but not published on the County website.

Financial Reports: PowerPoint presentation is attached. Mr. Eisenman presented the Beaufort County Library Fund accounts for the period ending December 31, 2014.

Mr. Bogacz pointed out the different format for the *finer and fees revenues* reported in the *Financial* and the *Detailed Ledger Report*. Mr. Eisenman will consolidate the format in both reports.

Library Director Evaluation Policy: The policy has been reviewed and completed by all members. It does not require a vote from the Board.

Finance subcommittee:

Staffing Model & 2016 Budget proposal (attachment):

Mr. Bogacz explained in details the *Staffing Model Report/Budget Proposal*. For more details, please review the attachment.

Mr. Bogacz prepared the *Comparison Analysis Report* based on the *Annual Statistical Reports* (available in the SC State Library website). The Beaufort County Library is compared to other counties libraries in South Carolina (Charleston, Richland, etc) in terms of hours of operations, budget, cardholders counts, circulation counts, programs (juvenile and adult), among others.

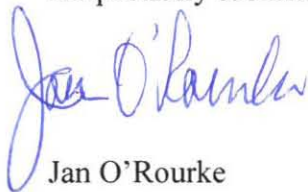
Mr. Bogacz mentioned that the budget cuts had created a downsizing of library services.

Scenario for 2016 Budget: (attachment) Ms. Tabernik gave a detailed explanation of the *If Then 2016 Budget Report*. Ms. Tabernik emphasizes that the goal is to provide *adequate* services. They projected that the budget would be increased by 3% giving \$3.9M. (See attachment for details)

Charter of the Library Board and Ordinance: Ms. Tabernik reported that the board will submit a formal request to the County Legal department to review and revise the Charter of the Library Board and the Ordinance (Chapter 50, Library, Article II) to bring these documents in line with the attorney General's decision. This will be discussed at the March Board Meeting.

Mr. Kole asked if there was any other business. Being none, the meeting was adjourned at 5:20 p.m. on a motion from Ms. Miller and a second from Mr. Bogacz.

Respectfully submitted,



Jan O'Rourke
Interim Library Director

Trustees - Next week we will discuss the proposed Library Staffing Model and FY2016 Budget put together by the Finance Committee, and I am sending that document for your review and understanding beforehand.

Let me start with a few words of background and what we've done so far. In mid-December, County Administrator Kubic asked the Board to put together a staffing model as the first step in its annual budgeting process. Since I did similar projects in my earlier professional life, I took the lead in assembling a Model using South Carolina Library statistics and then consulted with our Finance Chair, Board Chair, Interim Director, and with our Council Liaison and Councilman Caporale, for the second time earlier today. As expected, along the way changes and inclusions were made but overall reaction is favorable, realizing that NO proposal for more funding will ever be welcome.

Take some time to read this over and digest the many comparisons and numbers. At next week's meeting I will talk through the analysis and expand on several points so everyone understands how this fits together and how we came to the budget numbers we propose. The last 4 pages are copies of financial reports so we are all looking at the identical reference points. We do feel that detailed organizational planning should be the province of the new Library Director, so we have kept this Model at a higher conceptual level.

In the last 2 weeks as I've plunged in our library numbers, I've come to the sad conclusion that low "Materials" budgets have set our library into a slow death spiral. This is what I see.

From '08 to '13 the number of Beaufort County library cardholders increased 1/3 while our materials budget was sliced in half. Consequently, circulation/cardholder (the number of books each cardholder takes out) dropped by a quarter since they found nothing new. This scarcity also impacted our visit numbers as you will read (page 5 - lowest). This sad relationship is further reinforced when you look at our circulations numbers (page 6 - also the lowest). There is no more certain way to kill a library than to starve its books. We - the Board - must allocate more spending for "books on the shelves" and that may mean very difficult decisions in the months ahead. All of this in the wealthiest county in South Carolina!

Year	Budget \$	Materials \$	Circulation		
			Per Cardholder	Circulation	Cardholders
2008	\$4,400,424	\$522,126	10.5	799,383	75,830
2009	\$4,679,112	\$483,313	7.8	570,485	72,850
2010	\$4,922,856	\$525,635	9.9	865,961	87,048
2011	\$3,491,687	\$417,523	8.8	791,354	90,252
2012	\$3,452,132	\$250,461	7.5	739,303	99,186
2013	\$3,951,198	\$217,973	7.7	770,318	100,483

On the bright side, Tab and I learned early today from the 2 Councilmen that we have more time in the budget process than they originally thought. Consequently, their guidance is, and our approach will be, to present and discuss this Model next week, but defer a Board vote to March. This gives us more time for reflection and for your questions.

Thank you,

**Beaufort County Library Board
Draft Staffing Model - FY2016 Budget**

Background

In mid-December the County Administrator and Liaison asked the Library Board to develop a staffing model as a precursor to its annual budget submission. The exact format and methodology was open but our Liaison related that South Carolina county statistics and data are used "... to make many comparisons at the county level for other services." With that guidance, the Board developed a macro-level model employing comparable county library statistics as published by the South Carolina State Library (*S. C. Public Library Statistics FY2013*).

By way of background, each county library system is required to file an Annual Report with the State Librarian. This Report is a 9-page document containing detailed information - roughly 116 data points - on its library system: from number of trustees to county funding to annual circulation numbers. The State Librarian then assembles these into a large spreadsheet termed *Public Library Statistics* that facilitates comparative analysis and county comparison. We used the most recent version - FY2013 - for our model.

South Carolina reports on 42 County and Regional library systems but we limited our analysis to those 8 (including Beaufort County) with library card holders (termed Registered Borrowers) over 100,000. McCormick County for example has only 1,839 and several other counties have 6,000 to 9,000 Borrowers so a measure of discrimination is necessary for accurate modeling. These are the 8 counties and the respective number of Borrowers that provided the basis for our Model:

	REGISTERED BORROWERS - TOTAL
Beaufort County Library	100,483
Berkeley County Library System	104,761
Charleston County Public Library System	260,139
Greenville County Library System	261,882
Lexington County Public Library System	157,445
Richland County Public Library System	206,731
Spartanburg County Public Library System	184,146
York County Library System	140,698

Source: *S. C. Public Library Statistics FY2013*

Approach

We decided to use the *Public Library Statistics* as our primary data source and to determine where Beaufort County fell in relation to other peer library systems. This approach permits an unbiased look at our performance using a variety of indicators and results in a data-driven answer eliminating personal influences or biases. We looked at several data approaches and felt best at this time to use the Median - mid point number - as our key factor for financial calculations and the FY2016 budget. The Median number is the mid point, with an equal number of figures being above and below. Using this approach puts us in the comfortable middle and seems more conservative than using the mathematical average. We felt this was prudent in our first use of this Model; and, the Average can serve as a future year target without unnecessarily restricting the influence of a new incoming Library Director. Our first look is at Beaufort County to see how it differs from its peers; and, then we move onto the financial model itself. We performed several reality checks along the way to assure ourselves that we were on the right track, and these were all successful and validated our approach.

Beaufort County Specifics

The very first view we took is to see how Beaufort County differs from its comparative peers and to recognize that these qualities have to be considered when interpreting the data. At the same time, these differences impact on citizen expectations and demands placed upon the library system.

1. Beaufort County is the **wealthiest county** in South Carolina, and by a considerable margin. This factor translates into a more educated population which reads more and looks to its library as a resource for continuing education. The table below details Beaufort County's ranking relative to the 7 other counties in this analysis. Note that Beaufort County per capita income is 20% greater than the average in this table

Source: Wikipedia - US Census Data

http://en.wikipedia.org/wiki/South_Carolina_locations_by_per_capita_income

	Per Capita Income by County	Percent Relative to Beaufort
Beaufort County Library	\$32,731	100%
Berkeley County Library System	\$22,865	70%
Charleston County Public Library System	\$29,401	90%
Greenville County Library System	\$25,931	79%
Lexington County Public Library System	\$26,393	81%
Richland County Public Library System	\$25,805	79%
Spartanburg County Public Library System	\$21,904	67%
York County Library System	\$25,707	79%
Average	\$26,342	80%
Median	\$25,868	79%
South Carolina	\$23,443	72%

2. Beaufort County is **relatively older** than other peer counties. As detailed below, Beaufort County has a much higher proportion of citizens 65 years or older, and in some cases double the proportion. Again, this means a population with more leisure time for reading, book clubs, discussion groups, special interest clubs and the like with many of these activities hosted by their local library.

Source: US Census 2013

<http://quickfacts.census.gov/qfd/index.html#>

	Percent Persons 65 Years and older
Beaufort County Library	23.3%
Berkeley County Library System	11.7%
Charleston County Public Library System	14.1%
Greenville County Library System	13.9%
Lexington County Public Library System	13.7%
Richland County Public Library System	10.8%
Spartanburg County Public Library System	14.7%
York County Library System	12.7%

3. Beaufort County is the **second most educated county** in South Carolina. Over a third - 38% - of its citizens have earned a Bachelor degree or higher placing it a very close second to Charleston County at 39%. This level of attainment tells us that the citizens and their families have used and will regularly use the county library and in different ways.

Source: US Census 2013

<http://quickfacts.census.gov/qfd/index.html#>

**Percent
Persons
Bachelor's
or higher**

Beaufort County Library	37.6%
Berkeley County Library System	21.3%
Charleston County Public Library System	39.4%
Greenville County Library System	31.2%
Lexington County Public Library System	28.7%
Richland County Public Library System	36.1%
Spartanburg County Public Library System	21.3%
York County Library System	28.5%

4. Beaufort County seems to have **fewer public technology needs** than others. As shown below, we have the lowest number of Public Computer (PC) sessions per Borrower and that may be somewhat due to a wealthier county with home-based technology.

Source: S. C. Public Library Statistics FY2013

**PC
Sessions
per
Borrower**

Beaufort County Library	0.6
Berkeley County Library System	0.8
Charleston County Public Library System	2.4
Greenville County Library System	1.7
Lexington County Public Library System	0.9
Richland County Public Library System	4.0
Spartanburg County Public Library System	2.6
York County Library System	0.9

5. Beaufort County has a **normal proportion of library users**. We are on average for the percentage of our population with library cards - 62%. A few counties have more users: Charleston has 74% and I suspect that is driven by their younger population with a very high number of juvenile books in circulation.

Source: S. C. Public Library Statistics FY2013

	Percent Borrowers to Population
Beaufort County Library	62%
Berkeley County Library System	59%
Charleston County Public Library System	74%
Greenville County Library System	58%
Lexington County Public Library System	60%
Richland County Public Library System	54%
Spartanburg County Public Library System	65%
York County Library System	62%
Average	62%
Median	61%

6. Beaufort County has **the fewest facilities** and extends the **fewest service hours** of any county in its peer group. Berkeley County with only 4,000 more citizens has an additional branch and 50% more service hours than Beaufort, despite its county income level being only 70% that of Beaufort. York County with 40,000 more in population and only 79% of Beaufort's income level operates a bookmobile and extends 60% more service hours .

Source: S. C. Public Library Statistics FY2013

	# Branch Libraries	# Bookmobiles	TOTAL Annual Public Service Hours - All Outlets including HQ and Bookmobile
Beaufort County Library	4	0	10,400
Berkeley County Library System	5	0	15,808
Charleston County Public Library System	15	1	40,494
Greenville County Library System	10	1	37,236
Lexington County Public Library System	9	1	26,148
Richland County Public Library System	10	0	36,949
Spartanburg County Public Library System	9	1	29,473
York County Library System	4	1	16,422

7. Beaufort County has an extraordinarily **high percentage of degreed Librarians**. This is a measure of the number of Librarians with either a Master's or Bachelor's degree as a percentage of Total Staff and is also a reflection of the percentage of staff classified as "Librarians" to Total Staff. By comparison, York County has 17 Librarians with Masters degrees, 4 with Bachelor degrees and 4 un-degreed Librarians. Beaufort has 26 with a MLS degree, 1 with another Masters and 1 with a Bachelor's but no un-degreed. Charleston County - equally well educated - has substantially fewer "Librarians" to Total Staff. This seems to indicate that we can safely lower our educational requirements and continue to provide high quality service.

<i>Source: S. C. Public Library Statistics FY2013</i>		Degreed Librarian Staff Percent Total Staff
Beaufort County Library		36%
Berkeley County Library System		19%
Charleston County Public Library System		27%
Greenville County Library System		26%
Lexington County Public Library System		25%
Richland County Public Library System		28%
Spartanburg County Public Library System		22%
York County Library System		29%
Average		26.6%
Median		25.3%

8. Beaufort County has a **low number of visits per Borrower and a low number of circulations per Borrower**. This is a measure of transaction velocity and Beaufort is beneath both the Average and Mean of its peers. A typical library cardholder only visits 5 times each year and only takes out 7 books. Charleston is almost double on both and the next 2 tables shed light on this puzzling phenomena.

<i>Source: S. C. Public Library Statistics FY2013</i>		Physical Visits per Registered Borrower	Circulations Per Registered Borrower
Beaufort County Library		4.7	7.7
Berkeley County Library System		4.7	7.2
Charleston County Public Library System		7.3	14.0
Greenville County Library System		7.2	13.5
Lexington County Public Library System		11.3	13.5
Richland County Public Library System		13.3	25.3
Spartanburg County Public Library System		8.0	9.8
York County Library System		6.0	7.5
Average		7.8	12.3
Median		8.3	13.0

9. Beaufort County has a **low percentage of Adult Transactions** and a surprisingly high percentage of Juvenile transactions which is odd, as it is the most aged county in this group. Note that only 1/3 of our total transactions are Adult materials versus over half and as much as 62% - *almost double* - for Richland and Spartanburg counties. This tells us that there are outside factors influencing both our low visit and low Adult material numbers.

<i>Source: S. C. Public Library Statistics FY2013</i>	%age TOTAL CIRCULATION TRANSACTIONS - JUVENILE	%age TOTAL CIRCULATION TRANSACTION - ADULT - Total	%age CIRCULATION TRANSACTIONS Electronic/ downloadable materials
Beaufort County Library	65%	33%	2%
Berkeley County Library System	50%	46%	4%
Charleston County Public Library System	34%	58%	7%
Greenville County Library System	46%	51%	3%
Lexington County Public Library System	49%	48%	3%
Richland County Public Library System	28%	62%	10%
Spartanburg County Public Library System	33%	62%	5%
York County Library System	51%	48%	1%
Average	45%	51%	4%
Median	42%	54%	5%

10. Beaufort County **spends so little on books is seems patrons have stopped coming** to the library. This table looks at Collection spending by county and Beaufort spends the least and has the fewest Adult transactions. Plainly put, Beaufort libraries are so starved for book dollars that patrons have stopped coming. Berkeley County, about our size but with a much lower income level, spends 50% more on books and circulates 50% more. Juvenile books - like Winnie the Pooh - are timeless and don't need to be current or a best seller. This clearly explains why Beaufort has fewer visits, transactions and adult circulations. Beaufort is the wealthiest county in the state but spends the least on books, among similarly sized systems.

<i>Source: S. C. Public Library Statistics FY2013</i>	TOTAL COLLECTION EXPENDITURES	TOTAL CIRCULATION TRANSACTIONS - ADULT - Total	COLLECTION EXPENDITURES Per Adult Transaction
Beaufort County Library	\$217,973	255,350	\$0.85
Berkeley County Library System	\$325,931	351,572	\$0.93
Charleston County Public Library System	\$2,279,863	2,130,579	\$1.07
Greenville County Library System	\$2,026,802	1,811,183	\$1.12
Lexington County Public Library System	\$1,155,898	1,011,683	\$1.14
Richland County Public Library System	\$3,830,498	3,251,411	\$1.18
Spartanburg County Public Library System	\$1,312,346	1,115,143	\$1.18
York County Library System	\$613,798	505,436	\$1.21

As this is a key point and to establish validity, we ran a correlation coefficient (a measure of how closely two number groups are related) between Collection Expenditures and Adult Transactions. A coefficient of 1 means the numbers are perfectly correlated. Here, we have a coefficient of .998 which tells us Expenditure and Transactions are almost perfectly linked. Spend more and books are read; but, spend less and no one comes to the library. Unfortunately that is exactly what has happened here. Our depressed spending level has impacted visits, access to adult materials and consequently book circulation numbers.

Here are the coefficient results:

	<i>Column 1</i>	<i>Column 2</i>
Column 1	1	
Column 2	0.997799314	1

Highlights

Overall then, we know that Beaufort is the wealthiest County in the state, is highly educated, is older and has technology in the home. **These factors must serve as an upward influencer in budgetary considerations.** That is, the population is looking for contemporary collections and resources. Low spending for books has adversely affected our patrons resulting in fewer visits and less circulation. Recognized library needs are for current and abundant materials and for good meeting places. There clearly is a need for children and young adult programs in those areas with a younger population; and, for an adequate number of public computer stations particularly in the rural sections (Lobeco, St. Helena) of the county. While some sections of the county are quite prosperous there are many areas without home technology and clearly in need of the facilities a well equipped library can provide.

Funding Model

Total County Funding

Our next step was to develop a funding model based on comparative levels from peer library systems and the key metric in the S.C. Public Library Statistics spreadsheet is "Total Operating Revenue - C6" where "C6" is the column designator. This value is direct funding from each respective county; but, I have excluded capital funds from column C3 to insure like-to-like comparison. Capital dollars as well as state and federal grants are separately reported and excluded from this section. We then divided each County's funding by "County Population - G5" to arrive at an Operating Revenue to Population (per capita) funding number. Note that the *Statistics* Operating Revenue number for Beaufort is within 1% of the Actual spend number from the county General Fund report.

Beaufort County Libraries are the third lowest funded in this group, despite our being the wealthiest county in the state. The range here is fairly extreme, from \$15 (Berkeley County) to \$56 (Richland County) but Beaufort is still on the low end. The average funding level is \$30 with a median - midpoint number - of \$27.

We elected to use the Median number as our financial model as it represents the midpoint of the funding range and is more conservative for an initial modeling exercise than the mean average. For our use the Average may be a future funding target but may be an unrealistic next year objective. Additionally and as a validity test, we dropped both the highest and lowest numbers from our table and the median figure of \$27 remained unchanged which adds to its credibility as a going forward value.

We need to emphasize that this is a purely data-driven approach without personal influences and considerations.

Source: S. C. Public Library Statistics FY2013

	Operating Revenue to Population
Beaufort County Library	\$22.55
Berkeley County Library System	\$15.17
Charleston County Public Library System	\$40.49
Greenville County Library System	\$27.43
Lexington County Public Library System	\$26.38
Richland County Public Library System	\$55.97
Spartanburg County Public Library System	\$35.15
York County Library System	\$21.25
Average	\$30.55
Median	\$26.91
FY2016 Budget - Median \$ to Population	\$4,365,313

On this basis, FY2016 funding for the Beaufort County Library system should be **\$4,365,313** based on a median per capita of \$26.91 and a population of 162,233.

Staff, Collection, Operating Expenditures

With a total funding number in hand we can now look at how those dollars should be spread and the *Public Library Statistics* gives us an insight in its detailing of expenditure levels in these 3 key areas (column codes D3, D8, D13, D14):

<i>Source: S. C. Public Library Statistics FY2013</i>	TOTAL STAFF EXPENDITURE S	TOTAL COLLECTION EXPENDITURES	TOTAL OTHER OPERATING EXPENDITURES	TOTAL OPERATING EXPENDITURES
Beaufort County Library	77%	7%	16%	100%
Berkeley County Library System	75%	12%	13%	100%
Charleston County Public Library System	68%	15%	18%	100%
Greenville County Library System	66%	15%	19%	100%
Lexington County Public Library System	68%	17%	15%	100%
Richland County Public Library System	65%	18%	18%	100%
Spartanburg County Public Library System	69%	13%	18%	100%
York County Library System	69%	12%	19%	100%
Average	70%	13%	17%	100%
Median	68%	14%	18%	100%
FY2016 Budget - Median Funding \$	\$2,977,971	\$598,716	\$764,739	\$4,365,313

We see that Beaufort spends the highest percentage of operating dollars on staff at 77%, with Berkeley at 75% and the rest between 65% to 69%. This is clearly due to Beaufort's significantly low percentage spend - 7% - on Collection Expenditures (books on the shelves) whereas other counties allocate substantially more and are in the mid to high teen's

To translate Staff \$ into number of FTE's, we summed Personnel spending plus Personnel Benefits for FY2013 using the General Fund Libraries June 30, 2013 Schedule of Expenditures to arrive at \$2,967,775. A year ending FTE number of 67.5 was taken from Beaufort County Library Comparative Statistics 2008 - 2013 prepared by Library Administration. Accordingly, we calculate a FY2013 actual Per FTE cost of \$43,967. This number \$43,967 divided into Median Funding of \$2,977,971 = 67.8 or 68 FTE's.

As these are FY2013 costs it is necessary to adjust to FY2015 \$/FTE and that number is \$50,373 derived in the same way (FY2015 General Fund \$3,249,036 personnel + benefits @ 64.5 FTE's) = \$50,373/FTE as detailed in the table below. The FY2015 \$/FTE at 68 FTE's = Staff Expenditures of \$3,411,834 making our **FY2016 total budget number now \$4,775,290.**

FY2013 \$/FTE with benefits	\$43,967			
FY2016 Median FTE's	68			
FY2015 Budget \$/FTE	\$50,373			
FY2016 Budget Staff Expenditures	\$3,411,835			
FY2016 Budget All Lines	\$3,411,835	\$598,716	\$764,739	\$4,775,290

As a reality check, in mid-January, 2015 the library operated with a lesser staff, although there were notable deficiencies especially in children's and young adult programs and the Director position. Additionally we calculated the number of FTE's required using the Median of FTE's per Registered Borrower = 74; and FTE's per Population = 71; and both validate our number of 68, albeit on the low side. This number may have to be revisited to accommodate Beaufort County's specific staffing requirements; i.e., Beaufort District Collection, children's programs, et al.

Collection Expenditures would return us to roughly where we were in 2008 (\$522,126) when we had only 75,830 library cardholders. Adjusting that number proportionately to the current 100,483 cardholders equates to a Collection budget number of \$691.874.

Similarly, the \$764,739 number for Other Operating Expenditures compares very favorably with the same figure developed by Library Administration in mid-January of \$777,236 (\$1,108,636 less \$300,000 Library Materials less \$31,400 Library Periodicals).

Summary

The Board believes that this analysis and approach responds the County Administration's request for an analytical view of current Library staffing and funding.

By all measures, Beaufort County unfortunately lags its peers in terms of financial support and public resources despite the hard fact that the County is the wealthiest and second most educated in the entire state. Our Model points to a funding number of \$4.8 million which is about 24% more than the current FY but still beneath the FY 2010 budget of \$4.9 million. Some perspective is necessary. First, we have to acknowledge the severe library funding cutbacks over the last 5 years; and second, that this data-driven Model simply returns us to our proper financial base. Note that the calculated \$/FTE number will have to be updated for FY2016 values once the budget schedules are released by the County.

On the 3 pages following are selected data points from the *Public Library Statistics* for your information and further analysis. We suggest you look to page 13 and at survey question I23 - Number of Staff Training Hours - and see how poorly Beaufort County fares in relation to its peers. **Beaufort is dead last** - and by a rather large margin. It is simply essential that library staff keep current in their craft; but that requires funding, and we firmly believe this Model fully substantiates that point.

Then, refer to page 12 and to survey question D8, Total Collection Expenditures. You will see again that **Beaufort County is dead last**. The next county - Berkeley - has an income level 30% less than Beaufort but spends 43% more than us, on a per library cardholder basis. We hope these examples accurately frame our position.

The full source report: *S. C. Public Library Statistics FY2013* is available at:
<http://statelibrary.sc.libguides.com/c.php?g=11804&p=529530>

Beaufort County Library
Board of Trustees
January 29, 2015

Jan - Following up on a comment you made about programs, I looked at the State FY2013 file again and focused on this section and did a calculation to determine that column I20 is the sum of I10 (adult) + I6 (childrens) + I8 (teen) + I19 (public). I see that we are second lowest and then the gap significantly widens. This seems to tell me that we are under-programmed as compared to our peers. Children's programs is the largest component of this number (almost 70%) and that requires staffing; and, here we are desperately short, especially at St. Helena.

Do you have any suggestion on how to tackle this area as I don't see either funding or FTE's associated with "programs"? We will have to address this as a separate item but I believe it deserves analysis and we can push the issue during our budget talks.

Thanks,

Survey Question #	A1	I20
	Legal Name	TOTAL ATTENDANCE AT PUBLIC PROGRAMS
	Beaufort County Library	25,368
	Berkeley County Library System	10,177
	Charleston County Public Library System	169,294
	Greenville County Library System	97,391
	Lexington County Public Library System	78,094
	Richland County Public Library System	69,477
	Spartanburg County Public Library System	94,591
	York County Library System	76,891

Joe Bogacz
 1 Stevens Court
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FY2016 Budget Proposal
(Final \$/FTE to be provided by Beaufort County)

FY2016 Median FTE's	68			
FY2016 Budget \$/FTE (est.)	\$50,373			
FY2016 Budget All Lines	\$3,411,835	\$598,716	\$764,739	\$4,775,290

FY2015 Budget = 64.5 FTE's with a budget of \$3,852,812

Survey Question # A1	G5	A20	B2	B24	C2	C3	C4	C6
Legal Name	Population 2010 Census	TOTAL Annual Public Service Hours - All Outlets including HQ and Bookmobile	# Regular Board meetings held in 2013	FTE TOTAL STAFF	LOCAL FUNDS: County operating revenue	LOCAL FUNDS: County capital funds	LOCAL FUNDS: Municipal operating revenue	LOCAL FUNDS: Total Operating Revenue
Beaufort County Library	162,233	10,400	6	77	\$ 3,274,524.00	\$ -	\$ 383,867.00	\$ 3,658,391.00
Berkeley County Library System	177,843	15,808	11	58	\$ 2,697,966.00	\$ -	\$ -	\$ 2,697,966.00
Charleston County Public Library System	350,209	40,494	10	251	\$14,180,611.00	\$ -	\$ -	\$14,180,611.00
Greenville County Library System	451,225	37,236	7	184	\$12,377,969.00	\$ 2,599,217.00	\$ -	\$12,377,969.00
Lexington County Public Library System	262,391	26,148	11	104	\$ 6,922,773.00	\$ -	\$ -	\$ 6,922,773.00
Richland County Public Library System	384,504	36,949	9	285	\$21,519,000.00	\$ 874,945.00	\$ -	\$21,519,000.00
Spartanburg County Public Library System	284,307	29,473	11	148	\$ 9,992,107.00	\$ 775,762.00	\$ -	\$ 9,992,107.00
York County Library System	226,073	16,422	8	71	\$ 4,804,490.00	\$ 110,300.00	\$ -	\$ 4,804,490.00

Survey Question # A1	D3	D8	D13	D14
Legal Name	TOTAL STAFF EXPENDITURES	TOTAL COLLECTION EXPENDITURES	TOTAL OTHER OPERATING EXPENDITURES	TOTAL OPERATING EXPENDITURES
Beaufort County Library	\$ 2,486,773.00	\$ 217,973.00	\$ 520,523.00	\$ 3,225,269.00
Berkeley County Library System	\$ 2,119,226.00	\$ 325,931.00	\$ 362,335.00	\$ 2,807,492.00
Charleston County Public Library System	\$ 10,470,753.00	\$ 2,279,863.00	\$ 2,708,101.00	\$ 15,458,717.00
Greenville County Library System	\$ 9,014,243.00	\$ 2,026,802.00	\$ 2,659,783.00	\$ 13,700,828.00
Lexington County Public Library System	\$ 4,494,177.00	\$ 1,155,898.00	\$ 978,682.00	\$ 6,628,757.00
Richland County Public Library System	\$ 14,156,751.00	\$ 3,830,498.00	\$ 3,820,447.00	\$ 21,807,696.00
Spartanburg County Public Library System	\$ 7,156,289.00	\$ 1,312,346.00	\$ 1,879,038.00	\$ 10,347,673.00
York County Library System	\$ 3,526,048.00	\$ 613,798.00	\$ 997,190.00	\$ 5,137,036.00

Survey Question # A1	G3	G4	G6	G7	H9	I23
Legal Name	REGISTERED BORROWERS - TOTAL	TOTAL PHYSICAL LIBRARY VISITS FY2012 (Gate Count)	Number of uses (sessions) of Public Internet Computers	Number of Public Internet Workstations	TOTAL CIRCULATION TRANSACTIONS	Number of hours of training attended by staff
Beaufort County Library	100,483	473,531	63,599	165	770,318	521
Berkeley County Library System	104,761	487,770	86,502	101	757,256	744
Charleston County Public Library System	260,139	1,910,545	620,621	325	3,642,025	1,715
Greenville County Library System	261,882	1,883,494	457,318	324	3,544,625	3,489
Lexington County Public Library System	157,445	1,778,997	140,760	86	2,129,120	2,956
Richland County Public Library System	206,731	2,757,208	818,247	375	5,239,295	2,033
Spartanburg County Public Library System	184,146	1,466,807	484,557	352	1,813,164	5,118
York County Library System	140,698	844,406	123,223	115	1,055,577	1,818

UNAUDITED AND PRELIMINARY
 BEAUFORT COUNTY LIBRARIES- GENERAL FUND
 SCHEDULE OF REVENUES AND EXPENDITURES - BUDGET (GAAP BASIS) AND ACTUAL
 For the Period Ended June 30, 2013

	Annual Budget	Actual	Annual Variance Positive (Negative)	Annual Percent of Budget
Revenues				
Copy Fees	3,750	4,098	348	100%
Fines	87,500	97,392	9,892	111%
State Aid	162,233	162,233	-	100%
Total Revenues	<u>253,483</u>	<u>263,723</u>	<u>10,240</u>	<u>104%</u>
Library Administration				
Personnel	515,442	551,044	(35,602)	107%
Purchased Services	88,171	99,879	(1,708)	102%
Supplies	89,031	51,330	17,701	74%
Total Library Administration Expenditures	<u>682,644</u>	<u>702,253</u>	<u>(19,609)</u>	<u>103%</u>
Beaufort Branch				
Personnel	442,881	366,414	76,467	83%
Purchased Services	78,534	77,577	1,753	98%
Supplies	11,129	10,784	345	97%
Total Beaufort Branch Expenditures	<u>532,544</u>	<u>454,775</u>	<u>77,769</u>	<u>85%</u>
Bluffton Branch				
Personnel	419,818	395,802	24,016	94%
Purchased Services	85,694	70,866	14,828	83%
Supplies	7,450	7,548	(98)	101%
Total Bluffton Branch Expenditures	<u>512,962</u>	<u>474,216</u>	<u>38,746</u>	<u>92%</u>
Hilton Head Branch				
Personnel	454,316	404,324	49,991	89%
Purchased Services	88,880	78,557	10,123	88%
Supplies	17,435	16,643	792	95%
Total Hilton Head Branch Expenditures	<u>560,631</u>	<u>499,524</u>	<u>61,107</u>	<u>89%</u>
Lococo Branch				
Personnel	110,080	108,063	2,017	98%
Purchased Services	17,564	9,891	7,673	56%
Supplies	5,818	5,742	76	99%
Total Lococo Branch Expenditures	<u>133,462</u>	<u>123,696</u>	<u>9,766</u>	<u>93%</u>
St. Helena Branch				
Personnel	449,128	332,894	116,234	74%
Purchased Services	72,319	48,879	23,440	67%
Supplies	8,477	9,025	(548)	106%
Total St. Helena Branch Expenditures	<u>529,924</u>	<u>390,798</u>	<u>139,126</u>	<u>74%</u>
Library Technical Services				
Personnel	253,005	239,238	13,767	95%
Purchased Services	22,820	20,403	2,417	89%
Supplies	205,900	207,487	(1,587)	101%
Total Library Technical Services Expenditures	<u>481,725</u>	<u>467,128</u>	<u>14,597</u>	<u>97%</u>
Library SC Room				
Personnel	87,566	88,594	(1,028)	102%
Purchased Services	5,734	4,818	916	84%
Supplies	5,927	4,688	1,239	79%
Total Library SC Room Expenditures	<u>99,227</u>	<u>98,100</u>	<u>1,127</u>	<u>98%</u>
Library Personnel Benefits				
Personnel	477,809	481,002	(3,193)	101%
Total Library Personnel Benefits	<u>477,809</u>	<u>481,002</u>	<u>(3,193)</u>	<u>101%</u>
Total Expenditures	<u>4,011,903</u>	<u>3,691,692</u>	<u>310,211</u>	<u>92%</u>
Net Expenditures	<u>(3,758,420)</u>	<u>(3,428,269)</u>	<u>330,151</u>	<u>91%</u>

Beaufort County Library Comparative Statistics 2008-2013

Year	Budget Amount	Materials Budget	Circulation Statistics	Cardholders	Door Count	Program Attendance Adult	Program Attendance Child/Teen	FTE Staff
2008	4,400,424	522,126	799,383	75,830	525,914	1,646	19,855	80
2009	4,679,112	483,313	670,485	72,850	570,765	3,867	20,487	78
2010	4,922,856	525,635	865,961	87,048	566,585	2,698	15,672	78.53
2011	3,491,687	417,523	791,354	90,252	503,160	3,497	10,330	78.42
2012	3,452,132	250,461	739,303	99,186	445,700	5,638	18,672	60.37
2013	3,951,198	217,973	770,318	100,483	473,531	5,538	19,822	67.5

5/6/09- Joined SCLENDS

6/6/11- Hours reduced from 60/week @ HH and BEA, from 64/week at BLU

10/7/12- St. Helena Branch Library opens

1/1/14 Hours increased to 50/week at BEA, BLU and HH. St Helena and Lobeco remain at 40 hours/week.

UNAUDITED AND PRELIMINARY
BEAUFORT COUNTY LIBRARIES- GENERAL FUND
SCHEDULE OF REVENUES AND EXPENDITURES - BUDGET (GAAP BASIS) AND ACTUAL
For the Period Ended November 30, 2014

	Annual Budget	Year to Date Budget	Actual	Annual Variance (Negative)	Annual Percent Budget	Year to Date Variance (Negative)
Revenues						
Copy Fees	3,000	1,333	1,689	(1,311)	60%	566
Interest	6,000	6,000	3,875	2,125	64%	(2,125)
Total Revenues	9,000	40,017	39,579	(5,721)	-60%	(1,438)
Library Administration						
Personnel	485,400	202,275	165,493	296,987	34%	18,782
Purchased Services	85,971	38,988	48,406	(40,095)	91%	(5,212)
Supplies	11,050	4,878	4,055	7,233	83%	(3,155)
Total Library Administration Expenditures	602,421	250,332	244,173	358,000	-41%	5,152
Beaufort Branch						
Personnel	450,127	197,553	201,745	248,842	45%	(13,692)
Purchased Services	94,871	39,448	48,652	46,019	51%	(9,206)
Supplies	11,002	4,819	4,819	4,819	100%	0
Total Beaufort Branch Expenditures	556,000	240,446	254,717	268,300	-46%	(24,325)
Bluffton Branch						
Personnel	415,906	173,319	167,761	248,185	40%	5,538
Purchased Services	89,154	40,698	45,900	52,254	47%	(9,002)
Supplies	11,050	4,878	4,819	7,233	83%	(3,155)
Total Bluffton Branch Expenditures	505,071	219,182	218,053	305,339	-43%	(11,521)
Hilton Head Branch						
Personnel	570,709	237,795	238,750	331,059	47%	(615)
Purchased Services	104,440	42,517	49,596	55,044	47%	(6,979)
Supplies	12,750	5,313	9,177	3,973	72%	(6,865)
Total Hilton Head Branch Expenditures	687,909	280,625	297,523	390,076	-43%	(10,989)
Lobocoo Branch						
Personnel	118,220	48,420	38,987	79,882	31%	12,082
Purchased Services	18,319	7,633	11,439	9,689	62%	(3,797)
Supplies	4,925	2,052	3,281	1,644	67%	(1,229)
Total Lobocoo Branch Expenditures	130,473	59,114	51,078	89,395	-37%	7,059
St. Helena Branch						
Personnel	352,222	144,760	165,261	199,541	44%	(8,452)
Purchased Services	52,984	30,038	25,940	36,951	59%	(16,002)
Supplies	11,150	4,640	5,638	5,512	51%	(982)
Total St. Helena Branch Expenditures	477,003	190,443	210,659	241,094	-47%	(25,616)
Library Technical Services						
Personnel	226,118	80,090	94,304	131,705	41%	669
Purchased Services	15,000	4,000	4,000	4,000	100%	0
Supplies	40,500	18,875	40,460	40	100%	(23,545)
Total Library Technical Services Expenditures	290,928	121,220	159,659	198,077	-53%	(31,632)
Library SC Room						
Personnel	91,099	37,997	38,205	52,691	42%	(2,48)
Purchased Services	1,000	1,000	1,000	1,000	100%	0
Supplies	4,271	1,908	1,235	3,040	27%	671
Total Library SC Room Expenditures	101,121	47,134	40,208	60,653	-46%	1,656
Library Personnel Benefits						
Personnel	496,402	209,635	206,633	286,970	42%	0,17
Total Library Personnel Benefits	496,402	209,635	206,633	286,970	-42%	0,17
Total Expenditures	3,652,912	1,606,338	1,643,901	2,168,921	-44%	(18,653)

County Administration Expenditures

Departments	FY 2015 BUDGET	
	ORDINANCE	FTE's
Public Works	14,613,967	142.5
Detention Center	6,463,861	85.34
Administration	6,102,868	29
EMS	6,800,513	95.75
Library	3,852,812	64.5
PALS	3,547,784	47
Community Services	3,670,097	4
Assessor	2,000,452	38.5
Mosquito Control	1,639,417	13.5
Employee Services	1,033,095	5.5
Building Codes and Enforcemen	999,795	14
Voter Registration	797,173	9
Planning	592,640	7
Animal Shelter	815,556	10.5
Traffic Engineering	634,136	6
Register of Deeds	575,011	9
Zoning	204,523	3
Adminsitration Budget	54,343,700	584

Administrator Report

IF.....THEN SCENARIO FOR 2016 BUDGET

GOALS:

- to increase the budget for books, materials and periodicals (minimum **\$300,000** for 2016) in an effort to begin to make up ground lost over the last couple years of reduced budget
- to staff at a level that will provide for an *adequate* service delivery model (not a *minimal* model)
- to determine the hours of operation for each branch based on budget amounts available to meet first two goals above

2015 Budget - \$3,852,812

Fixed costs: utilities, etc	\$ 544,614
Personnel/benefits:	\$3,249,036 (~\$50,373/FTE at 64.5FTEs)
Books, periodicals, materials, etc.	\$ 59,082

Proposed for 2016 Budget:

MINIMUM books, periodicals, etc.	\$300,000	}	\$1,064,739
Fixed costs:	\$764,739		

*NOTE: at \$300,000 we would still be the lowest in the state for funding books on the shelves (7.6% of budget; next lowest in state is 12% of their budget; 12% for us would be \$476,207!)

IF.....we assume a 3% increase in budget from County Council: this would be
\$3,968,396

IF..... we earmark \$1,064,739 of the budget for fixed costs and books/materials,
THEN..... that leaves us \$2,903,657 for personnel costs
at ~ \$50,373 for average salary/benefits **per FTE** - we would be able to hire
57.6 FTEs

Currently.....With 60.8 staff members we are pushing the limits of providing *minimal* services to stay open the current number of hours at our branches.

We need to staff to meet programming needs and provide *ADEQUATE* service, not *MINIMAL* service.

CONSIDER THIS:

IF.....

With a BUDGET of \$3,968,396, we appropriate the following

- \$764,739 for fixed costs (utilities, etc.)
- \$300,000 for books, materials and periodicals
- \$2,903,657 will fund ~ 57.6 FTE staff

THEN..... Hours of operation would need to change.

Consider:

- Lobeco branch T/Th/Friday
- St. Helena branch M/W/Saturday
- Beaufort branch Some reduction of hours
- Bluffton branch Close one additional day per week (slowest day)
- Hilton Head branch Close one additional day per week (slowest day)

<u>Account Description</u>	<u>Total Current Adj. Budget</u>
Salaries and Wages	\$2,320,297
Employer FICA	\$143,670
Employer Medicare	\$33,599
Employer SC Retirement	\$255,065
	<u>\$ 2,752,631</u>
Library Personnel Benefits	<u>\$ 496,405</u>
	\$ 3,249,036
 FTE's	 64.5
 FY2015 \$/FTE =	 \$ 50,373

Library Materials	\$35,948
Library Periodicals	\$23,134
Materials Total	\$59,082