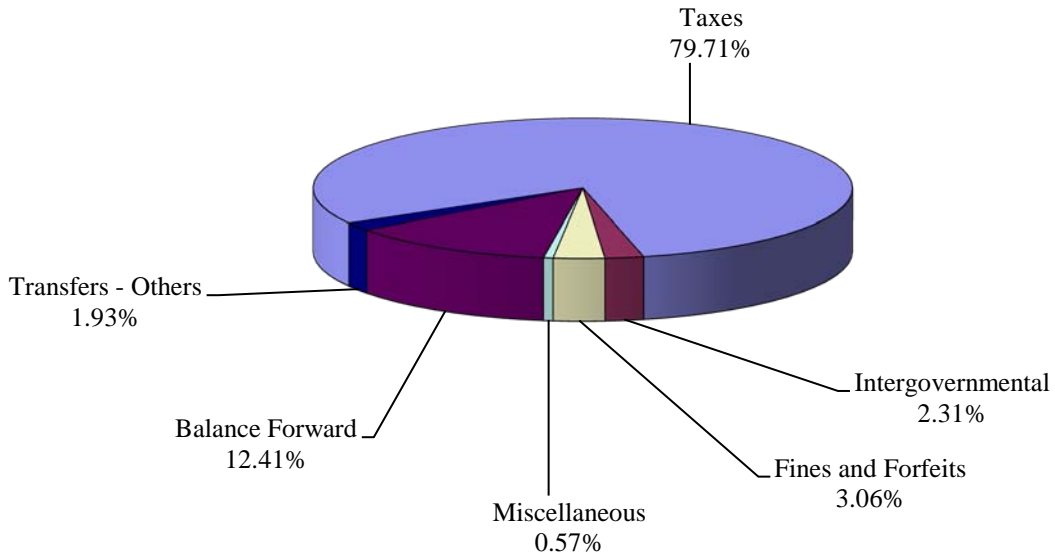
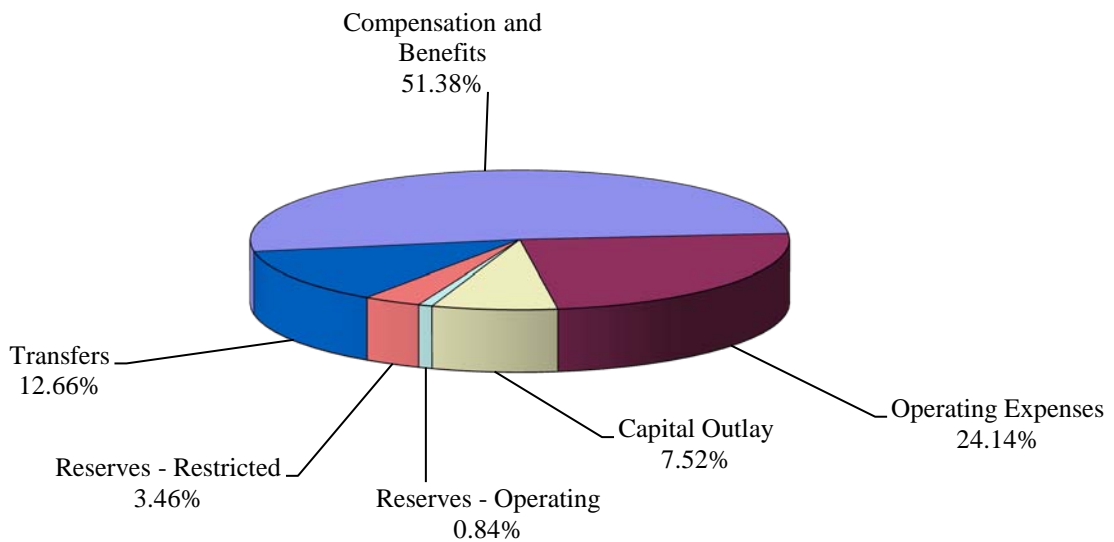


LIBRARY SERVICES DEPARTMENT

OPERATING REVENUES (SOURCES) FY 2011-2012 TOTAL BUDGET \$18,444,551



OPERATING EXPENDITURES (USES) FY 2011-2012 TOTAL BUDGET \$18,444,551



Note: Total percentage may not equal 100% due to rounding.

LIBRARY SERVICES DEPARTMENT: SUMMARY

MISSION STATEMENT:

To enable citizens of all ages to achieve economic advancement, increase reading and improve academic achievement through the use of Library technology, resources, and instruction.

PROGRAMS AND SERVICES:

Library Public Services - Mandated:

Circulation - provide materials in accordance with public demand

Reference services - Respond to request in an accurate manner

Library Support Services - Non Mandated:

Provide and maintain Library Computer Services

Provide library materials to the homebound and/or visually impaired

TRENDS AND ISSUES:

The ongoing challenge for Library Services is to provide information in traditional as well as in new electronic formats to meet citizen demands in a time of funding reductions. The newest book format is the downloadable electronic version which will soon be offered. This will address the demand by a significant segment of Library users. The media budget has been reduced by \$150,356 for the 2012 budget. Since 2008, the media budget has decreased \$2,122,008. At an average cost of \$25 per book, this is a reduction of over 84,000 books. Providing services in a method most consistent with the changing lifestyles of our patrons means we must provide these services via new technologies. The rapid change in these technologies puts fiscal burdens on Libraries, but efficiencies can be had at the same time. How patrons retrieve information, how they manage their individual library accounts, how they interact with us via social media, etc... all have changed our business methodologies. New models of providing service with a smaller workforce, along with more self-service methods are being investigated. To continue providing current service levels with a smaller workforce, staff has analyzed existing staffing levels against library business levels to create a minimal staffing model. This past year, all vacancies were analyzed against the model and whenever possible full time positions were reduced to part time. All vacancies were similarly analyzed with the result that not all positions were filled. Shifts are staggered in order to cover open hours of over 40 per week. The department, with the volunteer equivalent of 43 full time employees, will continue to increase their use.

Self service methodologies would include self check out machines. Although costly, they would reduce the need for additional staff and staff would be available to deliver higher levels of service. On line patron registration will be available in the near future as well as I-Tiva, an automated telephone system which will notify patrons as to various account issues and will allow patrons to check their individual accounts. Other phone technologies being investigated are a roll over reference line and mobile devices which would create efficiencies for the reference librarians.

Properly funding the maintenance of the Libraries is an ongoing issue. Maintenance is funded through the collection of fines and fees not through the use of tax revenue. Fines and fees are not a consistent source of revenue; the amount collected can change every year.

The Brevard County Library System is very fortunate to enjoy excellent support from the community during these difficult times. In Fiscal Year 2010 volunteers worked 89,179 hours in our libraries and we received over \$145,000 in cash donations to library endowment funds. Each of the 17 libraries is supported by a Friends of the Library group. The Brevard Library Foundation is a 501-C3 organization established for the overall support of the Library System. Current fund raising projects include the establishment of a Library Cafe at the Central Brevard Reference Library.

MAJOR SERVICE LEVEL IMPACTS:

There are no major service level impacts for FY 2011-2012 for the Library Services Department.

LIBRARY SERVICES DEPARTMENT: DEPARTMENT SUMMARY

DEPARTMENT REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$14,402,547	\$15,854,448	\$15,476,412	(\$378,036)	(2.38%)
Permits, Fees, & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$457,402	\$448,933	\$448,933	\$0	0.00%
Charges for Services	\$0	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$635,894	\$703,496	\$594,400	(\$109,096)	(15.51%)
Miscellaneous	\$206,034	\$501,684	\$110,825	(\$390,859)	(77.91%)
Statutory Reduction	\$0	(\$875,347)	(\$831,529)	\$43,818	(5.01%)
<i>Operating Revenues:</i>	\$15,701,877	\$16,633,214	\$15,799,041	(\$834,173)	(5.02%)
Balance Forward	\$3,560,340	\$2,889,860	\$2,289,079	(\$600,781)	(20.79%)
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Others	\$334,812	\$421,166	\$356,431	(\$64,735)	(15.37%)
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$3,895,152	\$3,311,026	\$2,645,510	(\$665,516)	(20.10%)
TOTAL REVENUES:	\$19,597,029	\$19,944,240	\$18,444,551	(\$1,499,689)	(7.52%)
EXPENDITURES:					
Compensation and Benefits	\$9,904,004	\$9,591,230	\$9,477,185	(\$114,045)	(1.19%)
Operating Expenses	\$3,356,373	\$4,782,389	\$4,452,713	(\$329,676)	(6.89%)
Capital Outlay	\$1,071,954	\$1,912,662	\$1,386,703	(\$525,959)	(27.50%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$14,332,331	\$16,286,281	\$15,316,601	(\$969,680)	(5.95%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$563,401	\$155,559	(\$407,842)	(72.39%)
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$701,758	\$637,448	(\$64,310)	(9.16%)
Transfers	\$2,375,385	\$2,392,800	\$2,334,943	(\$57,857)	(2.42%)
<i>Non-Operating Expenditures:</i>	\$2,375,385	\$3,657,959	\$3,127,950	(\$530,009)	(14.49%)
TOTAL EXPENDITURES:	\$16,707,716	\$19,944,240	\$18,444,551	(\$1,499,689)	(7.52%)
PERSONNEL:					
Full-time Positions	122.00	119.00	119.00	0.00	0.00%
Part-time Positions	154.00	147.00	147.00	0.00	0.00%
Full-time Equivalent	209.50	205.25	204.25	(1.00)	(0.49)%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

LIBRARY PUBLIC SERVICES: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$13,953,880	\$15,392,634	\$14,931,563	(\$461,071)	(3.00%)
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$162,774	\$178,116	\$178,116	\$0	0.00%
Charges for Services	\$0	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$635,894	\$703,496	\$594,400	(\$109,096)	(15.51%)
Miscellaneous	\$203,205	\$500,634	\$110,825	(\$389,809)	(77.86%)
Statutory Reduction	\$0	(\$838,665)	(\$793,994)	\$44,671	(5.33%)
<i>Operating Revenues:</i>	\$14,955,753	\$15,936,215	\$15,020,910	(\$915,305)	(5.74%)
Balance Forward	\$3,559,306	\$2,815,601	\$2,285,959	(\$529,642)	(18.81%)
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Others	\$334,812	\$421,166	\$356,431	(\$64,735)	(15.37%)
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$3,894,118	\$3,236,767	\$2,642,390	(\$594,377)	(18.36%)
TOTAL REVENUES:	\$18,849,870	\$19,172,982	\$17,663,300	(\$1,509,682)	(7.87%)
EXPENDITURES:					
Compensation and Benefits	\$9,755,574	\$9,455,959	\$9,344,766	(\$111,193)	(1.18%)
Operating Expenses	\$2,920,787	\$4,336,437	\$3,872,395	(\$464,042)	(10.70%)
Capital Outlay	\$1,054,282	\$1,775,946	\$1,325,375	(\$450,571)	(25.37%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$13,730,644	\$15,568,342	\$14,542,536	(\$1,025,806)	(6.59%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$510,082	\$148,373	(\$361,709)	(70.91%)
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$701,758	\$637,448	(\$64,310)	(9.16%)
Transfers	\$2,375,385	\$2,392,800	\$2,334,943	(\$57,857)	(2.42%)
<i>Non-Operating Expenditures:</i>	\$2,375,385	\$3,604,640	\$3,120,764	(\$483,876)	(13.42%)
TOTAL EXPENDITURES:	\$16,106,029	\$19,172,982	\$17,663,300	(\$1,509,682)	(7.87%)
PERSONNEL:					
Full-time Positions	120.00	117.00	117.00	0.00	0.00%
Part-time Positions	154.00	147.00	147.00	0.00	0.00%
Full-time Equivalent	207.50	203.25	202.25	(1.00)	(0.49%)
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

LIBRARY PUBLIC SERVICES: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 5.74% or (\$915,305) primarily due to a decrease in Ad Valorem taxes from a decrease in property values. Miscellaneous revenue is also due to decrease, primarily related to interest income (\$389,809). Fines and forfeits also are anticipated to decrease (\$109,096).

Non-Operating Revenues decrease 18.36% or (\$594,377), primarily due to a decrease in anticipated balance forward.

EXPENDITURES:

Operating Expenditures decrease 6.59 % or (\$1,025,806), primarily due to a decrease in capital outlay (\$450,571). There is a 10.70 % decrease in anticipated operating expenses primarily related to repair and maintenance and operating supplies (\$464,042). Additionally, there is a 1.18% reduction (\$111,193) in compensation and benefits associated FRS retirement savings. This is partially offset by the restoration of furlough days and a programmed salary adjustment.

Non-Operating expenses decrease 13.42% or (\$483,876), primarily due to a decrease in reserves (\$426,019).

PROGRAM CHANGES:

NONE REQUESTED

LIBRARY PUBLIC SERVICES: PERFORMANCE MEASURES

GOALS:					
To Enable citizens of all ages to achieve economic advancement, increase reading, and improve academic achievement through the use of Library technology, resources and instruction.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> 1. Increased awareness of Library Services through three major system-wide campaigns. 2. Upgraded Automated Integrated Library System (ILS). 3. Implemented Cooperative purchase of best-selling materials program. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> 1. Track customer satisfaction through survey instruments. 2. Implement technology improvements to increase Library effectiveness. 3. Continue to explore ways to expand community outreach. 4. Increase volunteer hours by 1% per year. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	Number of Patron Contacts	N/A	3,859,656	3,936,849
		Circulation	4,875,364	4,924,118	4,973,359
	1.2 Increase Customer Satisfaction	% of Users Satisfied with Materials Available	N/A	80%	82%
		1.3 Expand Community Outreach	Number of Library Director/Staff Public Engagements	N/A	604
	Number of External Web Hits		N/A	112,320	114,566
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	% of Online Renewals	N/A	58%	63%
		% of Population with Library cards	44%	45%	46%
		Volunteer Hours	89,179	90,828	91,736
	2.2 Increase Efficiency	Cost per Circulation	\$0.92	\$0.90	\$0.88
Cost per Reference Transaction		\$2.08	\$2.03	\$1.99	
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	N/A	90%	90%
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget vs. Operating Actual	86%	87%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

LIBRARY SUPPORT SERVICES: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$448,667	\$461,814	\$544,849	\$83,035	17.98%
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$294,628	\$270,817	\$270,817	\$0	0.00%
Charges for Services	\$0	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$2,829	\$1,050	\$0	(\$1,050)	(100.00%)
Statutory Reduction	\$0	(\$36,682)	(\$37,535)	(\$853)	2.33%
<i>Operating Revenues:</i>	\$746,124	\$696,999	\$778,131	\$81,132	11.64%
Balance Forward	\$1,034	\$74,259	\$3,120	(\$71,139)	(95.80%)
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Others	\$0	\$0	\$0	\$0	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$1,034	\$74,259	\$3,120	(\$71,139)	(95.80%)
TOTAL REVENUES:	\$747,158	\$771,258	\$781,251	\$9,993	1.30%
EXPENDITURES:					
Compensation and Benefits	\$148,430	\$135,271	\$132,419	(\$2,852)	(2.11%)
Operating Expenses	\$435,586	\$445,952	\$580,318	\$134,366	30.13%
Capital Outlay	\$17,671	\$136,716	\$61,328	(\$75,388)	(55.14%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$601,687	\$717,939	\$774,065	\$56,126	7.82%
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$53,319	\$7,186	(\$46,133)	(86.52%)
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Expenditures:</i>	\$0	\$53,319	\$7,186	(\$46,133)	(86.52%)
TOTAL EXPENDITURES:	\$601,687	\$771,258	\$781,251	\$9,993	1.30%
PERSONNEL:					
Full-time Positions	2.00	2.00	2.00	0.00	0.00%
Part-time Positions	0.00	0.00	0.00	0.00	0.00%
Full-time Equivalent	2.00	2.00	2.00	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

LIBRARY SUPPORT SERVICES: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues increase 11.64% or \$81,132, primarily due to the funding requirements of the Overdrive (electronic books) program and a projected decrease in miscellaneous revenue (\$1,050).

Non-Operating Revenues decrease 95.80% or (\$71,139) due to the anticipated decrease in balance forward.

EXPENDITURES:

Operating Expenditures increase 7.82% or \$56,126, primarily due to a projected increase in operating expenses of \$134,366 related to the Overdrive program, communication charges and operating supplies. There is a decrease in capital outlay of (\$75,388). There is also a decrease in compensation and benefits due to FRS retirement savings. This is offset by the restoration of furlough days and a programmed salary adjustment.

Non-Operating Expenditures decrease 86.52% or (\$46,133) due to the reduction of operating reserves.

PROGRAM CHANGES:

NONE REQUESTED

LIBRARY SUPPORT SERVICES: PERFORMANCE MEASURES

GOALS:

To Maintain Computer services efficiently for the library automation system and Internet at 100% of available hours and increase the number of patrons served by Talking Books and Homebound Services

FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:

1. Supported Library automated services with minimum down time for 17 Library locations.
2. Upgraded wireless connectivity at 17 Library locations.
3. Increased the number of Talking Books and Homebound Services registered patrons by 2%.

FY 2011 - 2012 INITIATIVES:

1. Implement seamless solution for access to electronic media.
2. Manage the Library collection of media through Radio Frequency Identification (RFID).
3. Increase the number of Talking Books and Homebound Services registered patrons by at least 2% each year.

FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	Number of Registered Patrons	1,604	1,636	1,668
	1.2 Increase Customer Satisfaction	Maximize % of Time Library Automation System and Internet Available	99%	100%	100%
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	Public PC Utilization % of Time Used	N/A	60%	61%
	2.2 Increase Efficiency	Cost per patron Talking Books	47.78	42.03	41.22
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	N/A	N/A	N/A
		Number of development plans created	N/A	N/A	N/A
		Number of training hours provided	N/A	N/A	N/A
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget vs. Operating Actual	84%	81%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

LIBRARY SERVICES DEPARTMENT: TRAVEL A & B SUMMARY

DESCRIPTION	POSITION	DESTINATION	FUNDING SOURCE	TOTAL COST
LIBRARY PUBLIC SERVICE				
Public Library Directors Conference	Department Director	Tallahassee, FL	Taxes	\$400
TOTAL FOR PROGRAM:				\$400

LIBRARY SERVICES DEPARTMENT: CAPITAL OUTLAY SUMMARY¹

DESCRIPTION	QUANTITY	UNIT COST	FUNDING SOURCE	TOTAL COST
LIBRARY SUPPORT SERVICES - LIBRARY COMPUTER SERVICES				
Personal Computers	9	\$1,000	Grant	\$9,000
TOTAL FOR PROGRAM:				\$9,000

¹ Expenditures for equipment with a value in excess of \$750 and an expected life of more than one year (e.g. automobiles and furniture).