



Seminole County Public Library
Long Range Master Plan
2023 – 2033

Prepared by: Godfrey's Associates

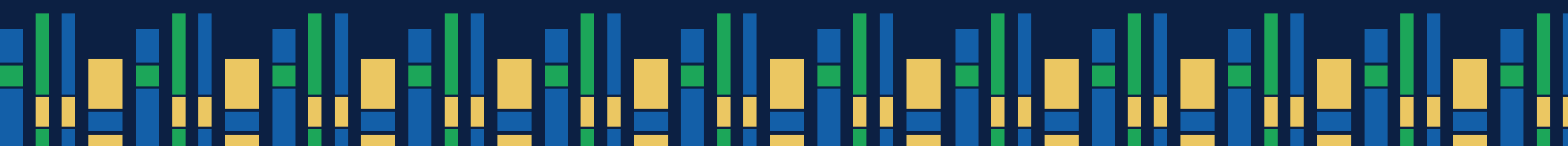


Table of Contents

<i>section</i>	<i>page number</i>	<i>section</i>	<i>page number</i>
Section 1: Introduction		Section 7: Gap Analysis	
Understanding of the Project	1.1	Gaps in Standards Compliance	7.2
Seminole County & Its History	1.2	Gaps in Service Offerings	7.3
Strategic Goals of Seminole County Government	1.4	Gaps in Geographic Coverage	7.4
Strategic Goals of the Seminole County Public Library	1.7	Gaps in Service Delivery	7.6
Contents of the Report	1.8	Section 8: Mission & Vision	
Section 2: Modern Public Library Trends		Current Mission & Vision Statements	8.1
The Relevance of the Modern Public Library	2.1	Proposed Mission & Vision Statements	8.3
Current Trends Shaping the Library Environment	2.6	Section 9: Achievable Recommendations	
Public Library Industry Standards	2.7	Aligning Library Goals with County Goals	9.3
Best Practices for Public Libraries	2.9	Library System Facility Configurations	9.8
Section 3: Peer Library Analysis		Viable Library System Facility Options	9.9
Analysis of Seminole County by Library Operational Metric	3.1	Operational & Capital Project Funding	9.10
Analysis of Seminole County by Peer Percentile	3.5	Systemwide Recommendations	9.11
Section 4: Demographics & Population		Section 10: Implementation Plan	
Population & Demographics	4.1	Seminole County Public Library Implementation Plan	10.1
Predictive Demographics – Indicators of Library Use	4.5	Near-Term Priorities	10.3
Population & Demographics of Communities in the County	4.6	Mid-Term Priorities	10.9
Analysis of Community Libraries	4.9	Long-Term Priorities	10.11
Conclusions	4.10	Section 11: Appendices	
Section 5: Stakeholder Analysis		Additional information supporting pertinent Sections	overleaf
Online Survey	5.1		
I Want My Library To . . . Survey	5.2		
Library Responses To These Services	5.3		
Seminole County Public School	5.4		
Other Stakeholder Input	5.4		
Section 6: Assessment of Existing Conditions			
Library Customer Base Analysis	6.1		
Library Usage Analysis	6.2		
Library Collections Analysis	6.4		
Library Services & Programs Analysis	6.7		
Library Space Analysis	6.9		
Library Technology Analysis	6.12		
Library Staffing Analysis	6.13		
Library Budget Analysis	6.14		



*If you can have goats at the Library
you can have lambs at the Library!*

Section 1: Introduction

Eric Klinenberg, in his book, *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*,¹ defines social infrastructure as the physical places and organizations that shape the way people interact. He includes stores and coffee shops as well as such free spaces as parks, beaches, playgrounds, and especially – libraries – all of which are vital to promoting civic engagement and maintaining the society we live in.

Klinenberg believes public libraries are really the paradigmatic social infrastructure – the best case of a physical place open and accessible to everyone, regardless of age, ethnicity or race, social class, or citizenship status. Public libraries are places defined by generosity of spirit, predicated on the idea that every human being deserves access to our shared cultural heritage by virtue of their humanity.

Klinenberg goes on to point out that public libraries are more than just welcoming physical places. They can be used flexibly, programmed, and staffed by librarians and information specialists dedicated to helping people discover what they are looking for without judgment or surveillance. Public libraries truly are Places for the People.

*East Branch Library in Oviedo,
built in 1987*

¹ Crown, c2018.

Understanding of the Project

The firm of Godfrey's Associates, Inc. Library Planners and Consultants responded to the Seminole County's Request for Professional Services (PS) for a Library Services Master Plan Consulting Services. Seminole County (also referred to as the County) requested sealed proposals from qualified consulting firms to provide the professional services needed to develop a credible Master Plan for the Seminole County Public Library (also referred to as SCPL or the Library).

Godfrey's Associates, Inc. Library Planners & Consultants (also referred to as the Consultants) was selected for the project. The County requested the Master Plan be comprehensive, including research and development of recommendations for all aspects of the Library's operations – with short- and long-term planning for library facilities, services, and programs. SCPL currently consisted of a Central Library and four Branch Libraries. These five libraries, constructed between 1986 and 1987, comprise the existing Seminole County Library system of approximately 98,000 square feet.

Scope of Services. This Long-Range Master Plan will guide SCPL facilities planning and improvements for at least the next 10 years from the time of contract execution in September 2021. The intention of this Master Plan is to serve as a management tool to guide the organization in envisioning and implementing future technology and services. The Library's adopted 2017-2021 Long Range Plan identified priorities needed to create experiences within physical spaces that promote creativity and learning, to adapt to and to support the unique communities surrounding each library branch.



Section 1: Introduction

Seminole County & Its History

The history of Seminole County is dominated by the St. Johns River, which is more than 200 miles long and opens Central Florida to northern contact by an inland water route. During six years of conflict with the Seminole Indians, the river provided water transport for U.S. military troops to the first white settlement established on the southern shores of Lake Monroe in 1836. From Fort Mellon southward, a succession of forts were built, becoming the forerunners to present day cities.

As homesteads increased, settlers received supplies by river transport and, in turn, shipped their agricultural products to northern markets by riverboat. From the 1850's onward, steamer traffic flourished along the River, carrying freight, tourists, and more recently, recreational boating.

In 1870, the vision of General Henry Sanford introduced plans for a town near Fort Mellon. Now known as Sanford, it stimulated area citrus growing and other agricultural pursuits. The region had become the world's largest shipper of oranges, but after a devastating freeze in 1895, farmers experimented with other crops. For many years, the area was known as the "Celery center of the world."

In the 1880's, rail lines began connecting the more flourishing villages. Early fort sites and settlements grew into towns and then cities along the route of the South Florida Railway, encouraging settlement and bringing wealthy northerners south for boating, fishing, and enjoyment of the area's popular artesian springs. People who desired "a Florida Boston town" provided support for the development of Altamonte Springs. Longwood, the County's oldest city, also encouraged the tourist trade with a resort hotel. Through the years, commerce in Seminole County cities and villages included sawmills, citrus production, turpentine and starch manufacturing, cattle ranching, and packing and shipping of citrus and farm produce to northern locales and abroad. Raising ferns became an important element of the and from 1912 to 1940, and Altamonte Springs, one of the County's seven cities at that time, boasted the world's largest fernery.

Bordered on three sides by water – pristine rivers of Wekiva to the west and St. Johns to the east and the huge Lake Monroe to the north – Seminole County became a vacation destination for those seeking beauty, untouched nature, and a sense of Old Florida. Many of Seminole County's natural assets are water-related. In addition to three major lakes, the St. Johns and Big Econlockhatchee Rivers, and the spring fed Wekiva and Little Wekiva Rivers, Seminole residents

enjoy the visual and recreational pleasure of nearly 200 smaller lakes scattered throughout the County.

The 1868 Florida Constitution established the structure of County government. The Constitution provided for a Board of County Commissioners whose primary responsibility was to provide roads and levy the necessary taxes to fund County government. On April 25, 1913, the Florida Legislature split Seminole County from Orange County, making Seminole the 50th county in the Sunshine State. The County now consists of seven incorporated areas and five unincorporated villages within its 344 square miles, which includes the bodies of water. The County's location within the Orlando-Kissimmee-Sanford, Florida Metropolitan Statistical Area (MSA) has made it one of the fastest growing counties in Florida. The U.S. Office of Management and Budget defines the MSA as consisting of the counties of Lake, Orange, Osceola, and Seminole.

Seminole County turned 100 years old April 25, 2013. The centennial benchmark was commemorated with a 100-day celebration that highlighted five of the County's points of pride -- Agriculture, Education, Historic Preservation, Quality of Life, and Transportation.

Although most county governments in Florida today have the same structure described in the 1868 Constitution, the mission of County government has changed dramatically in the ensuing century. Where once the primary responsibility of was to provide roads, fire protection services, and fund law enforcement, it must now deal with issues such as comprehensive planning, environmental protection, library operations, natural lands preservation, parks and recreation improvements, impact fees, water and sewer utilities, bond issues, solid waste management, low-income assistance, and management of information systems.

The Florida Constitution provides for "home rule" county charter government when approved by the voters by referendum. Under a home rule charter, the organization and authority of county government is decided by the local citizens rather than being dependent on the Florida Legislature. The voters decide by local referendum what County government organization will be most responsive to their needs. Charter government enables the County to adopt laws without the need for prior authorization by the State Legislature. Seminole County voters approved a charter form of county government effective November 8, 1988. An administrative code detailing all of the County's regulations, policies, and procedures is a requirement of the charter.

Section 1: Introduction

The County is served by a Board of County Commissioners (BOCC), with five members, each representing one of the County's five districts. Elected at large, each Commissioner serves a four-year staggered term. Annually, the Board elects one of their members as Chairperson. The Chairperson presides over all meetings, signs all legal documents, and appoints Commissioners to various committees. The Chairperson is the official representative of the Board and retains a vote on all items and issues.

By law, the BOCC must establish boundaries for the five districts within the County at least every ten years – after the official United States Census has been completed. However, the Board, at its discretion, may redraw the boundaries following state and federal requirements at any time it determines inequities exist. The intent is to make the districts as equal in population as possible.

Other elected County offices are Clerk of the Circuit Court, Supervisor of Elections, Property Appraiser, Tax Collector, Sheriff, County Court Judges, and Circuit Court Judges.

A County Manager, appointed by the BOCC as the Chief Executive Officer of the County, assures the execution of all ordinances, resolutions, and orders of the Commissioners, and all laws of the State which are subject to enforcement by the County Manager, or by officers who are subject under the charter to the Manager's direction and supervision. In addition, the County Manager is directly responsible for the administration and operation of all of the departments under the BOCC, and execution of all BOCC policies. The administrative departments are under the direction of the County Manager and provide the many County services. The Seminole County Public Library System is a public library system with four branch libraries located in the cities of Sanford, Oviedo, Lake Mary, and Longwood. The Jean Rhein Central Library is located in Casselberry.

The History of County Library Service. The local chapter of the League of Women Voters initiated a movement for public library service in Seminole County. In 1974, a straw poll took place and citizens voted for a countywide library system. The following year, Seminole County contracted with the Orlando Public Library to operate the Casselberry and Sanford branches and begin bookmobile service.

In 1978, the Seminole County Public Library System was created, developing its own bookmobile service, expanded the Casselberry Library, and established administrative and technical support units. Over the next two years, a Library

Advisory Board was established, providing residents a way to give input and feedback on library services and development. The Friends of the Library, a non-profit organization, was also established to provide financial and other support to the new library system. Volunteers from the Friends group started in 1980 and began operating a bookstore on the main floor of the Casselberry Library, a practice that continues to this day. All profits benefit the library system.

New Library Buildings. In 1982, a referendum vote was held that approved the expansion of the library system by issuance of \$7 million in Library Bonds. 1986 saw the construction of five branch library facilities. All of the projects were completed within a two-year span of time. The Casselberry branch was renamed the Jean Rhein Central Branch Library in honor of the founding director of the Seminole County Library System. Ms. Rhein had retired December 1997.

Innovative Library Programs. In 1982, a books-by-mail program was initiated, serving citizens over the age of 65 and those unable to travel to the Library. The program was federally funded via the now-defunct Library Services and Construction Act (LSCA). Today it is called the Homebound Mail Service. The following year the Library Automation Project began with the cataloging and interlibrary loan of materials by the Southeastern Library Network and the Online Computer Library Consortium (OCLC). The final phase of the Library Automation Project was completed in 1993, with the installation of a new online library catalog of collection holdings for customer access. The next year magazine and periodical indexes and inventory were added to the library catalog. That same year, the Library was awarded a Spanish Language Collection Development Grant for the acquisition of children and adult books in Spanish. Seminole County Public Library implemented the Library/Day Care Connection program in 1991. Created to promote reading and library usage in children who were enrolled in day care, the program received the National Association of Counties (NACo) Library Achievement Award in 1994.

The Seminole County Public Library in 2022. Each year, circulation approaches 2.5 million. It contains almost 500,000 physical volumes. All five libraries are open seven days a week and digital content is accessible through the online Virtual Library via a personal computer or mobile device.

The Seminole County Public Library is funded through the County's general fund and competes with other County functions every year for resources.

Section 1: Introduction

Strategic Goals of Seminole County Government

The Consultants searched the Seminole County website for strategic goals adopted by the County. The Comprehensive Plan, last updated on October 24, 2015, was the only such recent document found. The Comprehensive Plan is mostly concerned with future land use as the primary determinate for guiding County decision-making. Excerpts deemed by the Consultants to be pertinent to SCPL are highlighted on the following three pages.

“Seminole County (is) a highly desirable place to work, play, live, and learn through the achievement of redevelopment, compact, mixed-use development, and the preservation of the natural resources upon which the County’s logo “Florida’s Natural Choice” is based. As a basic tenet of community life, it is the goal of Seminole County to contribute to and maintain a high quality public school environment and diverse education system.”

A summary of select Comprehensive Plan elements that the Consultants believe that SCPL can help reinforce include:

- **Conservation of Nature.** The Comprehensive Plan provides protection of regionally significant wetlands.
- **Facilities Planning.** Seminole County includes population projections, Level of Service (LOS) Standards, and Service Area Boundaries in its planning for future facilities.
- **Capital Improvements.** Planning for capital improvements has been formally undertaken by Seminole County since 1977. The Capital Improvements Element (CIE) is a five-year capital expenditure program to implement Comprehensive Plan goals, objectives, and policies and ensure adopted level of service standards are met and maintained. Each subsequent update incorporates refinements to programs and funding strategies which serve as a basis from which the County initiates local actions to implement programs and respond to changing conditions.
- **Affordable Housing.** Seminole County has much to be proud of – great neighborhoods, a solid job market, and good schools. However, along with almost every region of the State, the ability to secure good quality housing at a cost that is not a burden has become a challenge for many working households in the County.

- **Future Mixed Development Land Use.** The intent of the Mixed Development (MXD) land use designation is to encourage well planned, suitable, and appropriate mixed-use developments with residential and nonresidential components in close proximity to one another.

Additional data on the Comprehensive Plan goals applicable to future Library planning are excerpted below.

Facilities Planning. The Florida Legislature enacted procedures to coordinate land use planning, development approvals, and school facilities planning. Requirements included adoption of a Public School Facilities Element containing a proportionate-share mitigation methodology and amendments:

- a) Adoption within the County’s CIE within Level of Service standards applicable countywide that establish maximum permitted utilization rates relative to capacity.
- b) And a financially feasible Public School Capital Facilities Program addressing school capacity improvements that is adopted as part of the Seminole County School Board’s overall Capital Improvements Program.

Available vacant land in the unincorporated area with site sizes most desired by the School Board is increasingly in short supply. The lack of significant tracts of land in the increasingly urban unincorporated area will also affect potential public facilities with which a school might have co-located. The County must coordinate with School Board efforts to correct existing deficiencies and address future needs through implementation of adopted Level of Service (LOS) Standards and appropriate facility service area boundaries.

Capital Improvements. The CIE is linked to the financially feasible Countywide budget and Capital Improvements Program, which provide accurate long-range planning of growth needs to ensure efficient utilization of public facilities by:

1. Considering the need for and location of public facilities.
2. Outlining principles for construction, extension, or increase in capacity and correcting existing public facility deficiencies.
3. Estimating public facility costs, including identification of when facilities will be needed, general location of facilities, and projected revenue sources to fund the facilities.
4. Setting standards to ensure the availability of adequate public facilities, including acceptable levels of service.

Section 1: Introduction

The CIE sets out a capital expenditure program designed to meet the goals of the community as reflected in the policies, standards and programs adopted in the Plan. The CIE program is driven by four factors:

- a) The community's growth.
- b) The community's current and planned facility service programs.
- c) The levels of service desired or required by statute for those programs.
- d) The desired quality of life for which the community is willing to pay.

Affordable Housing for Low & Moderate Income Residents & Workforce.

Historically, a strong local economy, rising wages, low interest rates, and an ample housing stock kept Seminole County a desirable place to live, leading County Commissioners to focus its affordable housing programs on helping low and very low income households (incomes less than 80% of median). However, rapid increases in home prices have made housing less affordable to households earning moderate incomes (less than 120% of median). In response, the County reexamined its focus on helping only lower income households, to encourage redevelopment efforts that include a variety of housing types and values and ensure availability of housing for very low, low, and moderate income, the elderly, and rural and farm worker households.

A brisk rate of job growth has been sustained for some time. In summary, the workforce housing is the result of the widening gap between wage income and housing prices. The combination of rapidly increasing home prices, sluggish wage increases, and robust job growth were among the causes of the dilemma. The goals, objectives, and policies, where a specific plan for ensuring the County's need for housing, include:

- Assist developers (especially for affordable housing) in locating appropriate parcels for housing development (County Policy HSG 1.4).
- Address Florida Statute Chapter 125.379 requirements regarding disposition of county-owned property for affordable housing (Policy HSG 3.6).
- Provide incentives for building a variety of affordable and workforce housing at appropriate densities on infill and redevelopment parcels allowing residential and mixed-use development, in locations near public transit facilities and SunRail stations, ensuring Land Development Code compatibility with surrounding areas (Policies HSG 1.5 & 1.6).

- Work with and meet with affordable housing providers (both for-profit and non-profit) on a regular basis to assist in identifying adequate sites for affordable housing within lower income areas (Policy HSG 3.1).
- Continue to make available land use, housing, and housing agency services information to assist both very low and low income households (including homeless persons and families) in finding adequate housing and/or shelter (including emergency shelter, if applicable), and to assist nonprofit developers in locating suitable development sites for both very low and low income housing (Policy HSG 3.2).
- Continue to evaluate potential Comprehensive Plan and Land Development Code amendments regarding provisions designed to encourage a range of obtainable, affordable workforce housing opportunities. Continue to enforce Land Development Code provisions related to authorized Alternative Density Options that encourage development of affordable housing opportunities (Policy HSG 3.3).
- Engage with major employers in regard to providing housing assistance to eligible employees. Strategies available to the County include partnering with private organizations in recruitment efforts, extending education to organizations on available programs, and pursuit of public/private partnerships that leverage resources such as the State's Community Workforce Housing Innovation Pilot Program (Policy HSG 4.1).
- Incentivize developers to provide workforce housing units as part of a mixed-use development in locations where it is deemed both desirable and advantageous to Seminole County to ensure a range of obtainable housing opportunities and choices in support of the Central Florida Regional Growth Vision (Policy HSG 4.2).
- New housing developments located within any of the economic development target areas identified in the Comprehensive Plan should ensure that 15% of the project's rental or owner-occupied units be obtainable by employees earning the average wage within the subject Economic Development Target Area. The County's Land Development Code has a Mixed Residential Zoning District that allows a full-range of housing types (e.g., condominiums, town homes, single family) to be developed within the same project (Policies HSG 4.3 & HSG 4.4).
- County-owned property inventory list of all real property within its jurisdiction that is appropriate for use as affordable housing (Policy HSG 3.6). The properties identified may be:

Section 1: Introduction

- a) Offered for sale and the proceeds used to purchase land for the development of affordable housing;
- b) Used to increase the local government fund earmarked for affordable housing; or
- c) May be sold with a restriction that requires the development of the property as permanent affordable housing; or
- d) May be donated to a nonprofit housing organization for the construction of permanent affordable housing; or
- e) The County may otherwise make the property available for use for the production and preservation of permanent affordable housing.

Future MXD Land Use. The intent of the MXD land use designation is to encourage well planned, suitable, and appropriate mixed-use developments with residential and nonresidential components in close proximity to one another. This land use provides for a mix of uses within a development site or within a multiple parcel area to encourage flexible and creative design, to protect established residential neighborhoods from adverse impacts from nonresidential development while encouraging internal capture of automobile trips and to reduce the cost of public infrastructure. A minimum of two uses are required within a MXD development, but no mandatory minimum percentage of each use shall be established. The maximums shall be determined by and consistent with the adopted levels of service of the providers.

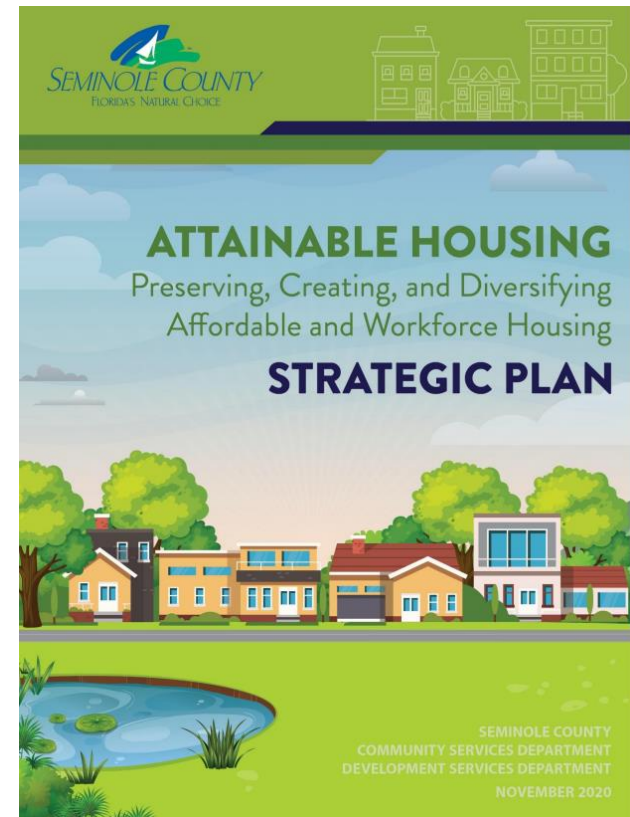
As part of an overall strategy to support the Central Florida Regional Growth Vision, Seminole County supports creating compact, transit-oriented, and energy-efficient development patterns that prevent urban sprawl and foster the use of alternative transportation modes. Potential Development Options that may be selected include:

- A. Mixed-use developments that include a mix of residential and nonresidential components.
- B. Multiple use developments allow a mixture of nonresidential uses, such as retail commercial, office, service uses and/or light industrial.
- C. New developments are required to be mixed-use developments, unless one or more special circumstances apply, as follows:
 1. Existing single use developments in place at the time that the land area is designated MXD shall be allowed to continue as legal conforming uses that can be restored, maintained, or redeveloped in accordance with the zoning district standards in effect prior to designation of the site as MXD Future Land Use.

2. New single use developments proposed for this land use designation shall be allowable uses if a site contains fewer than six acres.
3. Single use residential developments on sites containing six or more acres are allowable if a range of housing opportunities, including workforce housing, and a variety of transportation choices linking the development to nearby nonresidential uses is provided, in support of the Central Florida Regional Growth Vision.

MXD land use is not allowed within the Wekiva River Protection Area or the East Rural Area of Seminole County. Future Land Use FLU-144 was last amended on March 23, 2021.

*Seminole County's
Attainable Housing
Strategic Plan
November 2020*



Section 1: Introduction

Strategic Goals of the Seminole County Public Library

The Consultants reviewed the Seminole County Public Library Strategic Plan 2022-2027, summarized as follows:

Our Mission. Enriching Lives, Engaging Minds, Empowering Community

Our Vision. We will invent the library of tomorrow by creating outstanding library services and library environments today.

Our Values:

1. Respect for our customers and for each other
2. Belief in the transformational power of reading and learning
3. Access for all and the freedom to read
4. Belief that anything is possible with creativity, and optimism
5. The Seminole County Public Library will focus on implementing the recommendations of the Long-range Library Master Plan. The Library is committed to providing excellent library services for county residents, to enhance their quality of life.

Goal 1: To build and expand Library Branches to meet the current and future needs of Seminole County residents.

- **Objective 1:** To have Library facilities that are within 15 minutes of every resident that offer welcoming and engaging spaces.
- **Objective 2:** To increase community outreach to those with access barriers, through programs and services such as Collection Connection, Library-By-Mail Homebound, and other programs.
- **Objective 3:** Create and reconfigure library spaces to reflect new uses and broader purposes.
- **Objective 4:** To increase access through mobile pop-up library services.

Goal 2: To be an innovation leader in public libraries.

- **Objective 1:** Increase access to library services and resources through self-service Library kiosks that reach unserved and underserved communities.
- **Objective 2:** Increase funding to user-friendly, digital content that is convenient, easily accessible, and in demand by our residents.
- **Objective 3:** Provide cutting-edge technology and tools for success in life, fostering small businesses, and entrepreneurs.

Goal 3: To provide early literacy story programs, and to promote life-long reading through enhanced youth programs that inspire and delight our residents.

- **Objective 1:** To promote early literacy through Every Child Ready to Read framework, and to promote literacy through 1000 Books Before Kindergarten.
- **Objective 2:** To offer early literacy programs that are available at times and locations that are convenient to parents.
- **Objective 3:** To increase by 10% new and engaging youth programs each year to make the Library loved by youth and families throughout the county.

Goal 4: To increase engagement, to connect and build strategic partnerships which strengthen our communities and the Library.

- **Objective 1:** Foster life-long learning with Library programs for adults, engaging with community partners to providing opportunities to learn, grow and transform. Increase opportunities for life-long learning for adults by 10% each year.
- **Objective 2:** To support residents in their creative, intellectual, and recreational pursuits and foster cultural enrichment.
- **Objective 3:** To be a key partner in partner in serving English language learners.

Goal 5: To build sustainability into all our programs and processes to better serve county residents.

- **Objective 1:** To pursue and develop sustainable funding for the Library, that is more diversified, dependable, and linked to future needs.
- **Objective 2:** Utilize research-based information to maximize funding resources when developing library services, material collections, and patron access.
- **Objective 3:** Utilizing cutting-edge technology to enhance visibility of the Library, to increase library attendance, and to promote the Library as the best community resource for information.
- **Objective 4:** To increase community support for the Library, through direct interaction with Library patrons in-person and through new technologies. Providing Library services that are personalized to individual patron's needs, and that reflect the diversity of the community.
- **Objective 5:** To provide library services that reflect changing communities and demographics in Seminole County, including population growth.

Section 1: Introduction

Contents of the Report

Each Section of this Library Master Plan documents the rationale for the many decisions required of this project. Sections are intended to provide interested parties with findings, conclusions, and recommendations the Consultants believe are important for a library system that strives to be responsive to its users and cost-efficient to operate. These considerations apply to both SCPL operations and administration processes.

The recommendations contained in this Report are intended to be guidelines – not mandates – based upon the experience of the Consultants, tempered by input from the community and the Library. Their purpose is to enhance the overall quality, functionality, and sustainability of SCPL. The Library is encouraged to continually review this Plan to ensure the best public service is provided. Library staff are encouraged to propose alternatives they believe will result in an improved Library system. Criteria for consideration are presented in the following order:

Section 1: Introduction. A brief presentation of the context for the project and its proposed scope of work.

Section 2: The Modern Public Library. A survey of the importance and relevance of the public library in today's society, including industry best practices and standards.

Section 3: Peer Library Analysis. A comparison of SCPL with its library peers in Florida and the southeastern U.S.

Section 4: Demographics & Population. Documentation of demographics in Seminole County and the seven largest municipalities in the County.

Section 5: Stakeholder Analysis. Documentation of the wants and needs expressed by residents of Seminole County and users of SCPL.

Section 6: Assessment of Existing Conditions. Documentation of the evaluation of the various aspects of SCPL, in light of State library standards, library best practices, and peer benchmarks.

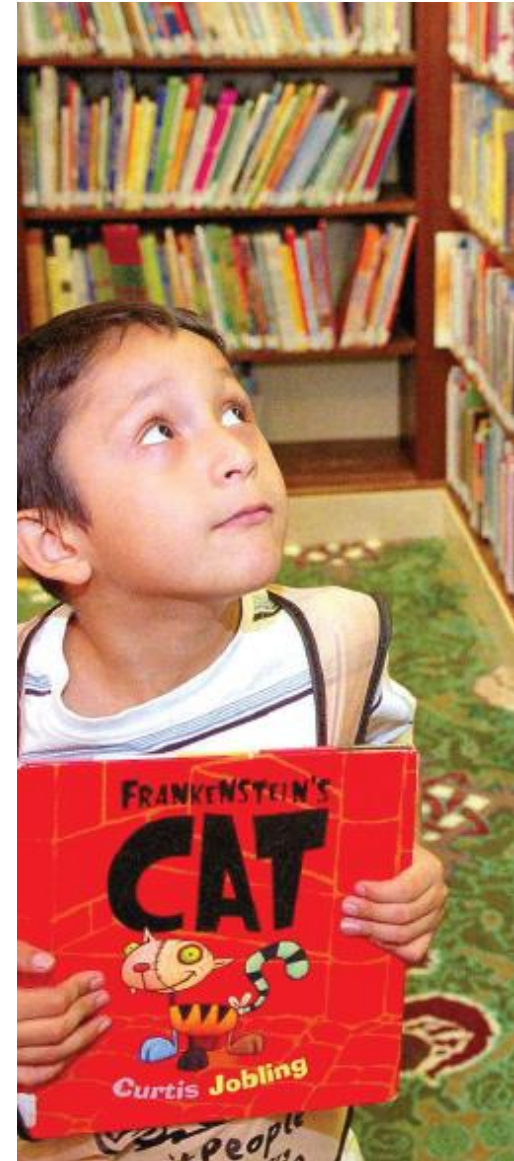
Section 7: Gap Analysis. Findings of geographic and demographic gaps in service, with proposed solutions to consider in closing those gaps.

Section 8: Mission & Vision. Recommended revisions to SCPL's current Mission and Vision Statements.

Section 9: Achievable Recommendations. A list of recommended options responsive to identified community needs.

Section 10: Implementation Plan. A prioritized timeline for implementation of recommendations.

Section 11: Appendices. Supporting data for Sections 1 through 10.



Reading is fundamental to a good education & a lifetime of good earning potential.

Section 2:

Modern Public Library Trends

As public libraries move into the future, they will contend with national and global trends that shape the economic and social environment. Their continued existence depends on retaining ongoing support from government and community stakeholders, and the path they take will be guided by the values of the librarian profession – expressed in local mission statements. Recent trends in librarianship establish a direction in which public libraries will continue to develop, with specific innovations on the horizon that can offer a vision of what a future public library might offer its users.

The primary characteristic the modern public library has in common with its original invention is outstanding public service – addressing the needs of its community as community members express those needs. Using that model, the public library has always been a reactive institution. The modern environment requires a more proactive approach.

Librarians have been so focused on serving their public that they do not always promote the benefits of public libraries. Lack of promotion, coupled with the false perception that the Internet as omni-providential, now demands more aggressive action in conveying the benefits of the public library as an institution on its own behalf. This Section surveys a sampling of future trends while highlighting potential fuel for extolling the virtues of the modern public library.

¹ http://www.libraryvision.org/the_report a critique of “Rising to the Challenge: Re-Envisioning Public Libraries”, The Aspen Institute, October 2014.

The Relevance of the Modern Public Library

In its 2014 report “Rising to the Challenge: Re-Envisioning Public Libraries,”¹ the Aspen Institute recognized transformative social changes brought on by digitization:

- Individuals have instant access to vast quantities of information from portable devices.
- Communities, bound together by social media rather than geographic location, are increasingly shaped by mutual interests rather than physical boundaries.
- Economic models are transitioning from industrial-based to knowledge- and creativity-based.
- With the disruptive impact of technology causing skills to become quickly obsolete, employment is increasingly transient, with jobs typically lasting for only a few years instead of for the length of a career.

To flourish in today’s knowledge economy, people need lifelong access to an ever-increasing, ever-changing body of knowledge and tools:

- The capacity to learn in small, quick doses.
- The ability to process information in many different forms.
- Ways to gather, collaborate, contribute to their areas of interest.

Trends that Shape the Environment

Pearson released a report in 2017 on the future of work and the skills that will be needed in the next decades. “The Future of Skills: Employment in 2030”² identifies seven key trends influencing the U.S. and U.K labor markets:

1. Technological change.
2. Globalization.
3. Urbanization, as population concentrates in cities.
4. Environmental sustainability, involving both the impact of climate change and the results from an emerging awareness of environmental issues.
5. Increasing inequality leading to disparities in education, health care, social services, and consumption.

² [The Future of Skills \(pearson.com\)](http://www.pearson.com) Pearson is a company specializing provision of online educational tools.

6. Demographic change, including the cultural differences between millennials, Gen Z, and older generations – and the ripple effects of an aging population on all aspects of life.
7. Political uncertainty mirrored by political and policy uncertainty, which in turn has a negative effect on many economic sectors.

The Pearson report goes on to identify occupations and skills that will be most in demand by 2030. The top 10 skills focus heavily on teaching, learning, and creativity – skills commonly required for librarians. The top 10 occupations include teachers – preschool through secondary at number 1, postsecondary at number 4, and “Librarians, Curators, and Archivists” at number 9.

Competition for Funding

Research by the Pew Research Center, the Brookings Institution, and others have shown repeatedly that public libraries improve a community’s strength and resilience, and that Americans believe public libraries are important to the quality of life in a community. This strong support, however, is often matched or overwhelmed by an equally strong competition for public funds.

A 2016 Pew report noted that 76% of Americans say that libraries serve their communities well, but library usage has trended down since 2012. Pew attributed this to the fact that many Americans don’t know that their local libraries offer non-print services and suggested that libraries need to promote those services better.

Robinson Meyer, staff writer at The Atlantic offered another explanation, using IMLS data to show a correlation from 2002 to 2013 (the most recent year for which data was available at the time of the article) between library usage and revenue. Meyer showed that when public libraries receive more public investment, visitation, and circulation also increase. When public investment decreases, there is a decrease in usage.

Thus, the fierce competition for funding means that the public libraries that move successfully into the future will be those that are successful at cultivating the support of their governing bodies and local stakeholders.

In fact, of the four strategies recommended by the Aspen Institute for the transformation of library services to help ensure the long-term health of libraries, three relate to building local support and working for fiscal efficiencies:

1. Align library services in support of local community goals.
2. Continue to seek reliable sources of revenue, while exploring alternative governance structures and business models that maximize efficient, sustainable operations and customer service. Consider regionally networked services to realize economies of scale without compromising local control.
3. Cultivate local government, business, and civic leaders and build a strategic plan with input from all stakeholder groups in the community. Improve communications with all segments of the community.

Mission & Core Values

The fourth strategy recommended by Aspen is to continue to provide access to content in all formats – physical and digital – and to provide technology tools to help all members of the community obtain information and participate in the world’s conversations.

Providing access is one of the core values of the library profession. It is reasonable to expect this and other librarianship values to be reflected in public library strategic plans as priorities that guide the direction of services in the next decades.

Other values that are often mentioned in this context come largely from interviews with library leaders summarized by Martin Figueroa in an article in *American Libraries* magazine:

- Equity of opportunity for all.
- Equal access to information for all.
- Privacy and confidentiality.
- The importance of life-long learning, from babies to seniors and everything in between.
- Freedom of information and the right to read.
- Service to the community and focus on making customers’ lives better.
- Maintaining a perception of neutrality.
- Promoting civic engagement.

Near-Future Directions as Predicted by Trends of Recent Past

As technology changes the world we live in, so does the public's expectation of what libraries should be. The previous decade has shown trends in public libraries that provide a good idea of what the next ten years might look like.

Mobile Devices, Connectivity & Information Overload. Libraries are using mobile technology to interact with customers in new places and in new ways. Many library resources are available online and through mobile apps. Customers can use more and more library resources without coming to a library building. Libraries can use this technology to bring library services offsite, such as to community events or to homebound customers, or to place micro-collections in places around the community where people gather.

Connectivity penetrates library automation products, as some vendors' products gain the ability to interact with products from other vendors, improving functionality and user experience.

A side effect of connectivity is compromised privacy, as corporate and government interests harvest information from online users. Librarians work to protect customers' privacy online.

The flood of information available through the Internet has changed the librarian's role from one to provide access to information to one who knows how to navigate the information landscape and evaluate sources to locate credible, high-quality information.

Technology Improves Access. Technological innovations together with the demands of an aging population have made it imperative to offer new levels of access to customers with challenges in vision, hearing, or mobility. Adaptations for universal accessibility give an improved experience for everyone.

Providing Access to Technology. Libraries provide technology resources for those who don't have access in their homes. In some cases, libraries offer access to emerging technology tools such as 3D printers that are normally unavailable to the public. Libraries have educational programs focused on technology skills, from basic computer use to writing code to program computers (known as coding). As new devices such as e-readers further penetrate the consumer market, libraries train customers how to use them.

Content. Libraries see a demand for content in many different formats. A single item may be available as an eBook (in more than one eBook format), a print

book, a large-print book, or an audiobook – either on physical or downloadable electronic media. Although eBooks saw a rapid rise in popularity, physical books are still popular. Videos – both on physical media and downloadable – and graphic novels also see high demand. However, recent cost increases in digital content are diminishing some libraries' ability to purchase same.

In cases where a library has only digital copies of an item, a print-on-demand machine such as the Espresso Book Machine by Xerox can produce a printed and bound copy when the user requests it, thus freeing the library from storing physical copies. The machine has an online catalog of millions of books and can also be made to print custom titles.

More books are featuring minority viewpoints, such as women, LGBTQ, and racial minorities. Some librarians make a point of including such diverse material in the collection so that all segments of the community can see themselves represented.

It is now feasible to digitize local history materials such as school yearbooks, newspapers, photographs, and documents. Many public libraries have organized the digital preservation of such items, either for the local collection or to contribute to a regional digital archive.

Content Creation. Libraries encourage creativity and content creation by members of the local community. This could take the form of a makerspace with tools for crafting physical objects or a digital creation lab with equipment for creating and editing media, or something as simple as classes and meeting space for people with an interest in creative writing or journaling.

Adaptable & Flexible Physical Space. Library spaces now make frequent use of modular furniture which offer flexibility in arrangements – within multipurpose spaces that can be reconfigured easily. Seating areas feature a mix of formal and informal seating, with wireless Internet capability and a decreased reliance on electrical outlets through the use of mobile recharging devices.

Tying Services to Community Interests. Libraries are aware that the future viability of the library depends on support from the community. To maintain this support, they constantly look for new and creative ways to serve community needs in ways compatible with the library's mission.

Some public libraries have developed circulating collections of unusual items in which the community has a particular interest. For example, there are circulating library collections of toys, artwork, cake pans, home improvement tools, fishing

poles, and prom dresses. There are circulating seed libraries which allow customers to take and contribute seeds. Many libraries circulate technology items, ranging from laptop computers to GoPro cameras to Wi-Fi hotspots.

Libraries identify specific needs in their communities and develop services in response. Some examples are programs addressing career development or job seeking, small business support, and informational programs on health care or financial literacy. Some programs involve developing partnerships with other entities in the community, such as volunteers to help with tax preparation.

Libraries attempt to reach specific demographic groups that might be challenged about seeking information or connecting with community resources. Special programs reach out to older adults, immigrants and non-English speakers, veterans and military, and people with special needs.

Responding to community needs might involve providing support during a local crisis event such as a hurricane, flood, or tornado. Libraries are safe havens that help people connect with resources in times of stress.

Creative Administrative Approaches. Library administrators have shown willingness to try out-of-the-box approaches to improve efficiency or promote value. Libraries communicate with their stakeholders using corporate-style annual reports including infographics and return-on-investment figures. Some libraries have modelled their customer service practices on those of retail businesses and arranging their collections using bookstore categories rather than the traditional Dewey Decimal System. Collaborative projects bring together several nearby libraries for a networked service benefiting from economy of scale while retaining local control.

Data mining techniques, like those used for retail consumer marketing efforts, can be applied to circulation data, customer data, and local demographics can be used to help with collection development, services, and facility planning. Scarce funding can be augmented by selling naming rights, obtaining corporate sponsorships, or crowdfunding campaigns. New methodologies for community engagement help library staff gather input from stakeholders for strategic planning purposes.

Specific Glimpses into the Future

A sampling of projects available now or concepts within technological reach that might be influential for future libraries can be useful in demonstrating the wide variety of emerging library trends, such as:

Libraries Without Borders Projects. Libraries Without Borders has Koombook and IdeasBox, projects that take libraries and learning tools into areas where education is needed. Koombook is a self-contained digital server pre-loaded with educational resources such as Khan Academy, Wikipedia, Project Gutenberg, and Ted Talks. The Koombook server creates its own Wi-Fi network but does not need an Internet connection. Users can connect to it using any Wi-Fi-enabled device.

IdeasBox is a compact, customizable set of equipment that can easily be unpacked and set up to create an information hub and access point. It includes a power generator, a satellite internet connection, a digital server, and 25 tablets and laptop computers, as well as hardcover and paperback books, arts and crafts materials, board games, and a stage for music and theater.



Both projects were designed for use in third-world countries, post-conflict situations or areas of natural disasters, but it is easy to envision them being used for pop-up libraries in any rural or underserved area.

Virtual/Augmented Reality. The success of the Pokémon Go game indicates that the public may be ready for superimposing more complex experiences on their own lives.

David Pescovitz, co-editor at Boing Boing and research director for Institute for the Future, speculated about future libraries in an interview by Business Insider. He envisioned enormous banks of data where users could “check out” virtual reality experiences like scaling Mount Everest, going to another planet, or living a day as a dog.

An augmented reality device could give users turn-by turn directions as they navigate through the library to find a desired item. The same device could highlight new items in the collection, recommend use of items that match their interests, and track user checkouts. Prototypes of such devices exist, described in an article by Piotr Kowalczyk at Ebookfriendly.com³.

Advanced Technology Makerspaces. Pescovitz’s ideas about virtual reality included a makerspace with tools for creating and recording a virtual reality experience. He also suggested a hacker space with tools for engineering, with the library offering a collection of parts that could be combined in different ways to create new inventions.

New Technology for Print Books. Kowalczyk’s article highlighted emerging technologies that present ways to enhance printed books with the digital tools now used for eBooks, such as the ability to search the book’s contents, to get a translation or look up a reference, to collect book passages or take notes for research use. One such product is a table-top device that users place a book under a scanner, and it attempts to recognize the book and connect it with an available digital form. Another project creates an augmented reality enhancement of a print book. Another device, in concept, could fit onto the tip of a pen to scan text in a book and collect it in a notepad app to be saved for later use.

The Role of Librarians & Library Spaces. While library services might change, the role of librarians is expected to stay constant: a navigator that helps the user find their way through the information landscape to find high-quality information that meets their need. The library’s physical space will continue to be a safe, comfortable, and inspiring place where people of all ages and diverse background can come together based on shared interest to find information, seek knowledge, and develop a feeling of community.

Wireless Technology. As with each successive generation, the current implementation of fifth generation (5G) wireless technology will bring improvements in service. The primary benefit of 5G will be much faster times for downloading and uploading data. In support of the recent trend of library customers bringing their own devices (cellphones, laptop computers, tablets) into the public library to use the Internet via Wi-Fi or the like, 5G will have a side benefit. Faster Internet speeds result in less use of battery capacity in mobile devices. Coupled with improvements in lithium ion batteries that lengthen battery life, 5G will decrease the need for customers to recharge their mobile devices being used in the library – hence, reducing the need for electrical outlets for recharging.

One of the most common deficiencies the Consultants find in aging library buildings is a lack of sufficient electrical outlets to support current and emerging technological needs. So, widespread adoption of 5G can preclude the need for costly upgrades to electrical power infrastructure in existing libraries. Indeed, improved wireless technology might untether desktop computers from hardwired network and power cabling, enhancing flexibility in locating computers anywhere in a library.

³ <https://ebookfriendly.com/library-future-technologies/>

Current Trends Shaping the Library Environment

The Covid pandemic simultaneously stunted the natural evolutionary track of the public library in the United States, while necessitating innovations in service delivery. One outcome was the acceleration of online services. Another was enhanced customer convenience, such as curbside pick-up of books and media – belatedly validating a 1990's trend of providing drive-up windows in libraries, a la fast food restaurants.

Post-Covid Trends in Public Libraries

The global pandemic caused fundamental shifts in how many businesses and industries operated. Public libraries were no exception. Adaptability and developing new means of service delivery were necessary to maintain the safety of staff and public. Changes made continue to impact libraries and although many unique solutions were found, the modern library environment continues to evolve.

Curbside Service. Perhaps the single greatest leap in library service was the development and implementation of curbside pickup. Many library systems had never offered this type of service before. Companies such as Capeira quickly provided software and apps to help facilitate the service. Many ILS vendors developed and released software to assist with the process. Other libraries implemented technology such as lending lockers to reduce face-to-face interactions and provide a convenient and quick way for customers to pick up hold request materials. Curbside service continues across library systems even after re-opening as customers like the convenience that curbside gives them.

e-content. Though not a new idea and already promoted by libraries and used well by customers, the pandemic accelerated use of e-content and other platforms/services provided by public libraries. The massive increase in usage through the pandemic was driven by:

- Convenience of downloading content from one's home any time of day.
- The amount of material offered by well curated content.
- Pay-as-you-use services such as Hoopla.

Electronic usage remained very high even as the pandemic waned. Many e-content users waited longer for specific materials if there were high hold requests – often consuming other e-content until their request was filled.

The introduction of different payment models by platforms such as Overdrive have been heavily utilized by libraries to meet demand and reduce hold list wait times. Libraries refocused funds away from physical content during the shutdown to increase e-content offerings – and now see demand has not dropped off, or even, is still climbing. Taking a close look at the physical collections as result of this shift has led to stripping back of and discontinuation of physical formats such as CD's and audiobooks in favor of their electronic versions. This not only frees up money to invest in e-content, but it also clears shelf space that can be removed or re-purposed.

Accelerated Usage. One opinion is that libraries are currently at a level of e-content usage that was expected two to three years later – had the pandemic not happened. It will be necessary to track circulation of physical and e-materials closely, looking at genuine statistics, not figures combining renewal and auto renewal. Continually tracking these items will facilitate budget adjustments to ensure funding for e-content matches usage and allowing collections to build. Traditionally, funding for e-content has always been lower than physical materials but as these services and their usage grow, it will be necessary to monitor market conditions and library budgets closely in order to allocate funds to ensure that e-content collections are built and accessible.

Online Programming & Adaptable Space. During the pandemic many libraries also transitioned traditional services such as reference desks, programming, and book clubs to the virtual environment. Once again, the convenience factor came into play and many types of programming that were started online are continuing for users after re-opening. Some program events are being recorded for online consumption via popular sites like YouTube or made available for download via a library website. Not only does this aid user convenience, it also allows libraries to build an on demand catalog of relevant programming.

Even with a solid catalog of recorded programming many users still prefer the interaction and personal touch of a library program. Although a moveable furniture trend started before the pandemic, many libraries are finding space has freed up because technology implemented during the pandemic such as self-checks and lockers. Flexible spaces that have a multi-use capability enhance functionality. Shelves are no longer exclusively static, and some can be wheeled to one side to create space for a story time or other programs.

Portable pods or classrooms on wheels can be utilized for seminars, small business meetings, student homework, etc. Robust Wi-Fi networks can be used for video conferencing and multi-purpose copy machines allow for a whole host of services to be added on such as mobile printing or mobile payments.

The pandemic lockdown prevented people from interacting and being part of the greater community. Having adaptable spaces reconfigurable for programming once again allows customers to engage – not just with library resources – but with their communities, helping position libraries as active community hubs.

Self-Sufficient Technology & the Digital Divide. Even with plexiglass screens, masks, etcetera in place, many wanted to keep personal interaction to a minimum. Utilizing technology that allowed materials to be self-checked and returned by the customer for use in the library rather than involving staff interaction was one more way of helping. Coupled with savings in space and staff time, these devices make for attractive investments. Many libraries started to provide hotspots to help bridge the digital divide, increase people’s ability to connect with each other, and connect with services during the lockdown. These devices are vital for job seekers needing to complete online application forms.

Changes in service, adaptable spaces, moveable furniture, and less fixed assets associated with desktop PC’s all play into the more relaxed working culture that has grown out of people working from home through the pandemic shutdown. Although some prefer the formal environment of an office, many adults and teens prefer a more open coffee shop style of working – less rigid than formal spaces. Adaptable spaces with less fixed furniture allow libraries to move towards creating an environment that is relaxing and inviting to all users.

However, the modern digital era, reliance on devices, and door-to-door delivery offered by companies such as Amazon have raised the expectation level of library customers. Increasing ease of discovery through technologies and provision of 24/7 access will continue to be vital for library services. Therefore, staying abreast of new technologies and service models is vital to remaining relevant.

Public Library Industry Standards

In order to gauge the impact libraries have upon an individual and/or their community, public libraries have captured usage statistics for decades. To quantify the effectiveness that these stats represent, pertinent metrics have been categorized in terms of inputs and outputs.

Inputs count the resources made available by the library, e.g., collections of books and media for loaning to the public, computers available to the public, website visits, educational programs, etc.

Outputs count of use of inputs by library customers, such as the number of books checked-out, program attendance, computer uses, etc. Over time, sets of inputs and outputs have been “standardized” as a way to compare a given library with its peers.

Codified Library Standards. There have been no national standards for the design and/or operation of public libraries since the 1960’s, as the American Library Association (ALA) yielded to local preferences. Over time, several states have developed such standards for their communities, including Florida. Chapter 257 of the *Florida Statutes* specifically addresses public libraries, establishing requirements for eligibility to participate in the State Aid to Libraries Program. These are the only standards applicable in law for public libraries in Florida – the only standards that can be enforced – and then, only if a library’s governing body seeks state aid funds.

In response to the legislation, the Florida Library Association (FLA) codified Standards for Florida Public Libraries (SFPL) in 2004, revised in 2006 and 2013. These Levels of Service (LOS) standards totaled 159 in all. They were established to quantify a comprehensive set of guidelines, primarily concerned with library operations, setting minimum (Essential), moderate (Enhanced), and ideal (Exemplary) tiers of performance, as applicable to specific operational practices.

The 2013 update to the SFPL document underscored the need to revise the 2004 standards for currency. So, FLA convened the Florida Public Library Standards Committee, including Seminole County’s Library Services Manager Christine Patten as an appointed member. The Committee began its work in November 2014.

The Committee reviewed data, in consultation with Dominion Library Associates LLC, from the following sources:

- The Library Edge – Benchmarks.
- Aspen Institute’s 2014 *Rising to the Challenge: Re-Envisioning Public Libraries*.
- Florida Public Library Directors’ Survey of 2013.
- Institute of Museum and Library Services (IMLS) data specific to Florida.
- Peer state standards.

The intent was to provide comprehensive information in an easy to use format, as a tool to help public libraries make decisions regarding staffing, operations, new construction, programming, and funding. In 2015, FLA published *Florida Public Library Outcomes & Standards 2015*. This version of FLA’s public library standards introduces a method other than inputs and outputs, namely, outcomes.

These outcomes and their accompanying standards are organized in categories similar to those proposed in 2014 by the Public Library Association’s (PLA) outcome measures initiative, *Project Outcome*. This set of Florida Standards number 131 in the 32 Outcomes. The eight Outcome categories used in this current document are:

1. **Customer Centered Institution.** Two Outcomes with 11 total Standards.
2. **Community Collaborator.** Three Outcomes with 9 cumulative Standards.
3. **Access Point.** Four Outcomes encompassing 18 Standards in total.
4. **Center of Knowledge, Education & Lifelong Learning.** Four Outcomes with 20 Standards inclusive.
5. **Popular Culture & Civic Engagement Community Center.** Three Outcomes covering 12 Standards.
6. **E-Government & Economic Development.** Five Outcomes, 17 Standards.
7. **Center for Child & Teen Literacy Development.** Six Outcomes which include 23 total Standards.
8. **Sustainable Organization.** Five Outcomes with 21 Standards total.

Per the *Florida Public Library Outcomes & Standards*, public libraries must make a difference in the lives of the people who use them – and a difference in the community at-large – through demonstrable results for people.

Outcomes are the results of services provided to library customers and their impact upon the individual and/or the community (i.e. they show the transformative nature of a public library’s work), such as:

- Changes in attitudes, perceptions, levels of confidence and satisfaction.
- Differences in what people do and how they do it.
- Improved knowledge.
- Increased competence – new and improved skills.

Results must be measured through regular, periodic surveys to ensure the quality of the services provided. FLA has left it up to each library to establish its own desired level of achievement and to determine the means to evaluate outcomes.

Subsequently, FLA added the 2017-2018 Outcomes Checklist as a self-assessment tool for Florida’s public libraries.

Best Practices for Public Libraries

From accepted standards and trends come a set of metrics and guidelines widely considered best practice. Some of these practices are quantifiable benchmarks, some are quantifiable operational goals.

To normalize comparisons between public library systems of varying sizes, per capita calculations from raw data are typically used for such analyses. As a result, certain per capita metrics are frequently used for benchmark-type comparisons, albeit for standards compliance, best practices, or to justify funding.

Best Practice. Below, the Consultants list a sampling of library best practices generally considered as guideposts, in varying degrees of quantification and/or qualification. A select set of practices are listed here as examples. Applicable metrics are included in the analysis of existing conditions found present in SCPL facilities and operations in Section Six of this Report.

Per capita metrics include:

- Collection items.
- Annual circulation (check-outs).
- Square feet of space.
- Annual expenditures.
- Full-time equivalent (FTE) staff (typically displayed as per 1,000 population)

Other quantifiable metrics include:

- Hours open per week.
- Professional staff as a percentage of total staff.
- Percentage of expenditures for personnel as a percentage of total expenditures.
- Percentage of total population that hold library cards.

Some other metrics include:

- Maintaining the same opening and closing hours for as many days of the week as possible, for customer convenience (i.e. 'I can count on every library in my city opening at 9:00 AM every day except Sunday, regardless of the location').
- Bookshelves that are no more than 80 percent full, to accommodate ease of reshelving books as they are checked back into the library.

- Compliance with the Americans With Disabilities Act (ADA) whether it be for persons permanently confined to a wheelchair or temporarily using crutches or with impaired vision or hearing.
- Age- and size-appropriate furniture and equipment for library customers and staff.

Examples of age-appropriate furniture for customers and staff include seating (chairs, benches, sofa, etc.) sized by ergonomic characteristics for various age groups. Pre-school children need smaller chairs than grade school kids. Elderly library users need chairs with arms to help themselves get into and out of a seated position. Larger adults need chairs without arms so they can fit in the seat.

Meeting Community Needs. The Consultants believe it is important to recognize that rigid adherence to any set of library standards should not be an end goal, but that standards are merely guidelines that assist any public library in meeting the diverse needs of the community they serve.

Section 3:

Peer Library Analysis

In this Section of the Library Services Master Plan compares the Seminole County Public Library (SCPL) with similar public libraries in order to put the SCPL landscape into a broader context. The resulting Peer Library Analysis establishes benchmarks for modern library services and facilities, illuminating how SCPL measures against those benchmarks.

In order to get a broad look at public library conditions in Seminole County, the Consultants analyzed 58 individual metrics for a set of Florida public libraries located in close proximity to Seminole County, primarily serving populations of 350,000 to 500,000 residents. Recognizing the rapid growth Seminole County is experiencing, the Consultants thought it best to look at where the County has come from, population-wise, as well as where it is headed.

The statistics used were reported annually by public libraries to their state library, the Florida Division of Library and Information Services (FDLIS). With the exception was Alachua County Library's *Comprehensive Annual Financial Report*, all of the data is from 2019 (FY2018-FY2019), the pre-pandemic year.¹

Including SCPL, there are eight total libraries in this analysis, ranging in size of service area population from Orange County to Sumter County. Best practice indicates gauging dissimilar public library systems by using per capita metrics, as a way of making equitable comparisons in light of variances in population, expenditures, local economies, etc.

¹ COVID 19 resulted in library service nationwide ranging from "nothing" to "less than full". So, the Consultants used 2019 data to make a reasonable comparisons.

List of Florida Peer Libraries. The Consultants suggested a group of public libraries for consideration by Seminole County, Seminole plus seven other Florida County Library systems. Listed in order of largest population to least, these include:

The average population for the eight library systems was 522,845. Osceola and Sumter County Library Systems are operated by Library Systems & Services.

The Peer Library Analysis include two different analyses, based on the following criteria:

- A comparison of a set of operational metrics that includes per-capita calculations, plus the group average, as well as facilities per square mile of land area and library square footage per square mile of land area.
- A set of data includes the statistics reported to the Florida Division of Library and Information Services (FDLIS) plus the Florida state average (which FDLIS provides) and 5th, 25th, 50th, 75th, and 95th percentiles.

Analysis of Seminole County by Library Operational Metric

The following library operational factors were analyzed:

- Facilities and hours of service.
- Facilities per population and area (square mile of total service area).
- Number of staff, staff expenditures, and salaries.
- Operational revenue (local, state, federal, and other).
- Operational revenue per capita and percentages.
- Capital revenue.
- Operating expenditures (collections, staffing, and all other).

Section 3: Peer Library Analysis

- Operating expenditures per capita, percentages, and capital outlay.
- Collections (books, e-books, electronic databases, serial subscriptions, audiobooks, videocassettes, total collection size, and per capita).
- Circulation of collections (adult, children’s, total, and per capita).
- Borrowers, i.e. number of cardholders and usage per borrower.
- Visits, reference questions asked, and interlibrary loan (ILL).
- Programs and program attendance.
- Electronic access.
- Friends of the Library (FOL) groups.

Here are what the Consultants believe are the most important Peer data. The full 16-page data package is found in Appendix 3.1 of this Report.

Facilities & Hours. We begin with the number of facilities and hours inasmuch as there has to be space in order to deliver services and the libraries have to be open for the public to avail most of the services.

<i>metric</i>	<i>Seminole</i>	<i>peer average</i>
Service Area Population	471,735	522,845
2019 Estimated Population	471,826	580,345
Total Number of Outlets (Libraries)	5	11
Total Square Feet of Space	98,000	216,704
Annual Public Service Hours	16,045	28,954
Hours Per Week	64	60.71

Seminole compares favorably with Hours of Service per week. But in the number of library service outlets, not so well, as five of the eight peers have from 11 to 15 outlets.

Seminole, at 1.06 facilities per 100,000 population, ranks last. The average is 2.65. Seminole is above average in facilities per square mile of service area yet is last in terms of square feet of space per capita (0.21) compared to a peer average of 0.40.

Staff & Staffing. As a service organization the number of staff and the number of professional (staff with a MLS (Master of Library Science degree is critical as it applies to the amount and quality of services that can be provided to the public.

² The Starting Librarian salary for Sumter (\$68,486) is also the Director salary.

Seminole has 26.5 MLS full-time equivalent (FTE) staff, the average for the Peer group is 34. As for total paid staff Seminole has 75. The average is 155.92. On a per capita basis the average is 0.33, Seminole is 0.16. While seemingly a low ranking, the number of facilities has of course – a definite impact on the number of staff. The consultants believe Seminole is a well-staffed as is reasonably possible at this time.

The one staffing element that the Consultants call special attention to is the “Starting Librarian Salary.” For Seminole, it was (FY19) \$37,149 whereas the average was \$44,093. The high was \$68,486² (Sumter County) and the low \$31,000 (Lake County).

It is important to note that Seminole County government undertook an organization-wide compensation study simultaneously to this Master Plan. The study identified a need for pay increases for SCPL staff across the board.

Operating Revenue. Seminole’s revenue from local sources was \$6,085,317, the second lowest of the Peer group, as was the State revenue, and tied with Osceola County for Federal revenue. Seminole was also last in terms of “Other Operating IncomeSubtotal.”

In summary, Sumter County had the lowest Total Income (\$3,055,537), Seminole was second lowest. The average for the Peer Group was \$18,301,240, skewed by Orange County’s \$47,564,151.

The total amounts are important, but of greater importance when doing comparisons are per capita calculations. Seminole does not compare well, as these numbers attest:

	<i>local revenue per capita</i>	<i>state revenue per capita</i>	<i>total revenue per capita</i>
Seminole	\$12.90	\$0.32	\$13.30
Peer average	\$27.27	\$0.69	\$34.06

As for Capital Revenue, Seminole had none. The average for three libraries reporting same (Orange, Lee, and Osceola) was \$138,424.

Section 3: Peer Library Analysis

Operating Expenditures. Expenditure categories consisted of Materials (Collections), Staff, and All Other as well as Total. The findings:

- Seminole expended \$700,766 for print materials. The peer average was \$924,419.
- Seminole spent \$387,852 for electronic items, compared with a peer average of \$848,569.
- Seminole paid \$33,423 for other materials, the average was \$184,107.
- Seminole totaled \$1,22,041 for materials versus an average of \$1,957,096.

Seminole expended \$3,798,173 for Staff. The average was \$8,831.595. For All Other Operating, Seminole was at \$1,527,467 and the average was \$6,272,601. Seminole’s total operating expenditures were \$6,447,681 and the Average was \$17,082,348.

On a per capita basis we find these numbers:

<i>expenditures</i>	<i>Seminole</i>	<i>average</i>	<i>high</i>	<i>low</i>
Staff	\$8.05	\$12.81	\$21.30 (Lee)	\$0.20 (Sumter) ³
Collections	\$2.38	\$3.64	\$6.20 (Sumter)	\$2.21 (Osceola)
Total	\$13.67	\$32.52	\$64.46 (Alachua)	\$13.67 (Seminole)

Collections. Seminole’s “Books” collection numbered 532,23 or 1.13 per capita. The average for the Peers was 0.95. E-Books saw Seminole with 363,363 compared to the Average of 382,329. As for AV collections (audiobooks and video), Seminole 23,219 (audio) and 7,003 (video).

The total collections per capita has Seminole at 1.96. The average at 1.95. The state average is 1.20 print materials per capita and 1.44 total collections per capita.

³ Aside from Sumter’s \$0.20, the next lowest was Osceola’s \$6.89 per capita.

Usage Of The Library – Services Provided. We looked at how the revenue, expenditures, staffing, space, and hours of service are utilized – how many library card holders (borrowers), how many collections items do they borrow, etc.

Seminole had 345,856 resident borrowers and 779 non-residents for a total of 346,635, well above the average of 217,935. The percent of the resident borrowers is 73.32 percent of the total population. The average for the Peer group was 45.94%.

Per card holder, the circulation was 5.00 whereas the average of the group was 14.29. This suggests there are, or at least were, a large number of persons who obtained a Library Borrower Card but either made no use of it or very sparse use – or both.

Seminole does have a Non-Resident Borrowers fee of \$50.00, slightly above the average of \$45.71. The state average is \$40.14. Orange County, at \$125.00 is the highest among the Peers, \$10.00 at Lee County the lowest. Neither Alachua nor Sumter have non-resident feeds.

Circulation. The circulation of library materials has long been the standard when comparing one library with another because it suggests the collection of library materials are relevant to the population being served and the days and hours of service are ample.

For Seminole, circulation of adult materials numbered 1,779,362 (average 2,337,375). Circulation of children’s materials was not reported, thus the 1,779,362 number is the total circulation for Seminole County. The average for its Peers was 3,270,247 – a difference of 1.5 million. On a per capita basis, Seminole’s 3.77 is less than the average of 6.79 – a difference of 3.01.

Visits, Reference Transactions & Interlibrary Loan (ILL). Visits to the library is another key measure of service quality.⁴ Seminole registered 3.59 per capita, or 1,695,63 total. The average was 3.38 per capita and 1,647,806 total.

Reference was reported as “Traditional,” meaning in-person, and virtual. For Seminole there were 876,903 “Traditional” and 2,499 “Virtual” for a total of

⁴ A key to “visits” is how they are counted. If the library has a device that registers a visitor each time he/she passes the device the account will usually be quite accurate (take the total county, divided by 2, and you have the “gate” count, i.e. the number of visits.

Section 3: Peer Library Analysis

879,401. The averages: Traditional = 576,359 and Virtual = 3,806. As for per capita, Seminole had 1.86 and the peer average was 0.96.

Interlibrary Loan (ILL) is reported for items “Provided,” e.g. Seminole loaning an item from its collection to another library, and “Received” meaning Seminole borrowed materials from another library for a Seminole borrower. Unfortunately, there was no reported data for Seminole County.

Programs & Attendance. Information was captured for number of programs and program attendance for adults, young adults, children, and all-ages.

<i>metric</i>	<i>Seminole</i>	<i>peer average</i>
Number of Adult Programs	907	4,727
Adult Program Attendance	13,390	56,850
Number of Young Adult Programs	160	621
Young Adult Program Attendance	2,836	11,733
Number of Children’s Programs	2,126	3,249
Children’s Program Attendance	71,009	103,206
Number of “All-Ages” Programs	n/a	678
“All-Ages” Attendance	n/a	19,198
Total Programs	3,193	9,039
Total Program Attendance	87,235	177,087
Total Program Attendance Per Capita	0.18	0.32

Despite Orange County’s much larger population impacting the averages, Seminole has the next to lowest figure for Total Programs and is near the bottom in Program Attendance.

Electronic Access. Comparing the number of Staff and Public computers, Visits to the Websites, Electronic users, and Training/Instruction, Seminole lagged in computers for both the public and staff, no doubt the result of not enough space to add more computers.

The Website Visits is a testimony to either the quality of Seminole’s website and/or continued influx of new residents or the quality of the website. The dramatic difference in “Users Receiving Technology Training could be a misprint in the State Library system or a stark difference in how User Training is defined.

<i>metric</i>	<i>Seminole</i>	<i>peer average</i>
Number of Staff Computers	64	207
Number of Public Computers	90	301
Website Visits	5,183,798	3,356,360
Staff Receiving Technology Training	141	376
Users Receiving Technology Training	582,247	144,949

Friends Groups. Each of the Peer libraries has a Friends Group. Seminole, along with Alachua and Sumter, did not report number of members an unfortunate circumstance.

As for “Funds Received by Friends” Seminole’s \$85,109 is below the average. However, both Orange and Lee counties have significantly larger populations. With regard to the amount of dollars the library receives from its Friends, Seminole’s \$61,416 is one-half as much as the average of \$129,827. Lake County, with a population about 140,000 smaller than Seminole, received \$168,568, a difference of \$107,000.

In Summary. The Seminole County Public Library compares marginally well with the Peer Group:

- Smaller in terms of population.
- Significantly fewer locations (in terms of branch libraries).
- More than half the size in amount of space.
- Smaller in terms of staff, both professional and non-professional.
- Expends less in every measurable statistics for staffing.
- Lags significantly in revenue for operations.
- Has, by almost \$15.00 less per capita in terms of local revenue.
- Has no capital revenue in the fiscal year the Peer report is based upon.
- Is below average in every operating expenditure.
- Is above average on expenditures per capita for staff and library collections.
- Is average on printed collections materials but below average on non-print materials.
- Has the second highest number of Resident Borrowers, trailing only Orange County by 40,000.
- Is significantly last in Circulation per Borrower.
- Is below average in every measure of Circulation (the items borrowed by cardholders).
- Is above average in terms of visits to the library by the population.

Section 3: Peer Library Analysis

- Has the highest per capita count in Reference Transactions.
- If well below average in all aspects of Programs and Program Attendance.
- Has quite a bit fewer computers for the Staff and the Public than average.
- Has 580,000 (rounded) users receiving Technology Instruction (training) than the average.
- Has a Friends of the Library (FOL) Group but no data on membership number and does not have a Foundation.

As the population continues to increase, the funding of SCPL will need to increase considerably, or it may cease to be “The People’s University.” It may experience a lessening in growth in terms of overall population and commercial expansion.

Analysis of Seminole County by Peer Percentile

The Consultant documented observations based on comparison of SCPL to the seven Florida peer libraries, using FDLIS data for FY2019. Looking at where Seminole County ranks against the peers in terms of percentile:

Very Highly Ranked. 90th percentile or higher.

- Percentage of full time staff with MLS.
- Local revenue as a percent of total revenue.
- State revenue as a percent of total revenue.
- Staff expenditures as a percent of total expenditures.
- Collection expenditures as a percent of total expenditures.
- Percent of resident population with library cards.
- Reference transactions per capita.
- Users receiving technology instruction.
- Number of internet safety education program completers.

Highly Ranked. Metrics where Seminole ranks between the 90th and 75th percentiles.

- Number of facilities per 100 square mile of total area (including both land and water area).
- Square feet per square mile of total area (including both land and water area).
- Number of resident borrowers.
- Total borrowers.
- Number of traditional reference transactions.

- Total reference transactions.
- Number of website visits.

Low Ranked. Metrics where Seminole ranks between the 25th and 5th percentiles.

- Annual public service hours.
- Starting librarian salary.
- Local revenue.
- Total operating income.
- Total operating expenditures.
- Circulation per capita.
- Number of adult programs.
- Number of young adult programs.
- Staff computers.
- Electronic users.

Very Low Ranked. Metrics where Seminole ranks below the 5th percentile.

- Facilities per 100,000 capita
- Square feet per capita
- Total staff per 1,000 capita.
- Revenue – state funds.
- Revenue – other.
- Local revenue per capita.
- State revenue per capita.
- Total revenue per capita.
- Other funds as a percent of total revenue.
- Expenditures on “other” materials.
- Expenditures on other than staff and collection.
- Total expenditures per capita.
- Capital outlay.
- Collection holdings – physical video.
- Collection holdings – physical video per capita.
- Non-resident borrowers.
- Circulation per borrower.
- Public computers.

General Comments

- Including Orange County Library System in the peer group tends may inflate the averages and percentiles, making Seminole County Library seem lower.
- A high percentage of staff have an MLS degree. The number of MLS Staff per 1,000 population (capita) is average, but total staff per 1,000 capita is very low. The starting librarian salary is just below 25th percentile.
- For revenue, funding from local, state, and other sources is low or very low, both in absolute terms and per capita. The peer libraries have much more local funding per capita and more funding from other sources as a percent of the total.
- Operating expenditures are low, especially for “other” expenditures and “other” collection materials. Staff expenditures per capita and collection expenditures per capita are both slightly above 25th percentile. Total expenditures per capita are very low.
- A very large percentage of the population have library cards, but circulation per capita is low and circulation per borrower is very low.
- Reference transactions per capita is very high.
- The number of public internet computers is very low, but the number of users receiving technology instruction is very high, and the number of internet safety education program completers is very high.

Section 4:

Demographics & Population

The prescribed scope of work for this Library Services Master Plan required that the Consultants develop a thorough understanding of the greater Seminole County community – in addition to an understanding of the Seminole County Public Library (SCPL or the Library). The contents of this Section document the process and findings of that effort.

For almost any public library, the demand for library services is directly proportional to the number of people living and/or working within a given library's service area. For government-supported libraries, the service area is usually the area of jurisdiction of that governmental entity. As with the peer library analyses of Section 3, service area population figures are key to determining the workload, and therefore the performance level of a public library.

Reciprocal borrowing agreements between libraries often result in residents and workers using multiple libraries in their region – creating a crossover demand for library service beyond county limits or county borders. But usually, this type of crossover goes in multiple directions, hence the demand evens out over time.

Demographics. Beyond the aggregate number of people inhabiting a County, the characteristics of those individuals can also influence their needs for library service. This Section goes into detail about quantifying the composition and traits of the residents of Seminole County. Section 5 attempts to qualify community needs by seeking input from library stakeholders and County employees.

¹ seminolecountyfl.gov Accessed on October 29, 2021.

This Section identifies and documents **quantified** community conditions that indicate current and/or potential needs – community needs which SCPL may be well-positioned to fill.

Population & Demographics

To determine the order of magnitude for future levels of library service needed in Seminole County, future population projections need to be codified. The Consultants prefer to use locally sourced data for our clients, rather than develop our own forecasts. Florida has such a resource.

Florida's Bureau of Economic & Business Research (BEBR). The BEBR was founded In 1930 and is part of the University of Florida College of Liberal Arts and Sciences. BEBR annually produces Florida's *Official State and Local Population Estimates and Projections* – used for distributing state revenue-sharing dollars to cities and counties in Florida and for budgeting, planning, and policy analysis by government agencies, businesses, researchers, media, and the general public. The basic guidelines for producing population estimates were established by the 1972 Florida Legislature – the same guidelines used by the U.S. Census Bureau. Funding for these estimates is provided by the Legislature.

Seminole County Website. According to Seminole County government (the County), as of 2020, the residential population of Seminole County was approximately 471,000 people. The County's webpage stated: ¹

- Total Population: 470,856 (*U.S. 2020 Decennial Census*).
- Total Households: 181,142 (*U.S. Census July 1, 2019*).
- Population Density (population per square mile): 1,543, 4th most densely populated county in Florida (*BEBR Estimate, October 2020*).
- Median Age: 39.5, *Florida median 42.4 (U.S. Census 2019 ACS Estimate)*.
- Average Household Size: 3.09.
- Per Capita Personal Income: \$37,370 (*U.S. Census*).
- Median Household Income: \$70,190, *Florida median \$59,227 (U.S. Census)*.
- Number of Employed Residents: 238,112 (*Florida Department of Economic Opportunity, August 2021*).
- Number of Businesses: 14,014.
- Population with a Bachelor Degree or higher: 41.2%, *Florida percentage 30.7% (U.S. Census)*.

Section 4: Population & Demographics

Seminole County Population Trends

National trends in population affect most states and counties in some way – but will likely impact Seminole County and Florida more acutely than most places. Specific trends that appear to apply to this Library Master Plan include:

- Continued migration from higher taxing states to lower taxing ones, with Florida being such a prime relocation destination for decades now.
- A more recent migration trend from rural to urban and suburban job centers, a trend dampened somewhat by increased work-from-home opportunities accelerated by the COVID-19 pandemic.
- A local expansion of home building to the east in Seminole County – the places with available buildable land for housing developments.

Population Densities. For years, Seminole County has been considered a bedroom community of Orlando, however, population densities county-wide and in its municipalities confirm numbers that exceed suburban norms, equaling urban densities of over 4,600 people per square mile in Altamonte Springs.²

This Library Master Plan, as well as other County planning measurements, will relate to future population projections over the coming 20 years, as shown in Table 4.1. Accuracy of such forecasts are important, as the decisions based on them can cost millions of dollars over time, if not billions. This 20-year planning horizon is a minimum standard mandated by the Florida Public Library Outcomes & Standards 2015³ and is considered public library best practice.

The resulting projected Seminole County population for 2040 is 565,100 persons, equating to an increase of 18.5% over the year 2020 estimate of 476,727. This 20-year future projection compares with the historic increase of 30.5% over the 20 years from 2000 to 2020. See Appendix 4.1 for detailed BEBR population projections for years 2020 to 2045.

Consultant Observations: BEBR's projected increase of 18.5% in Seminole County's population by 2040 is based on full-time residents only – no seasonal population factor is included. The Consultants speculate that, compared to the past 20 years, the slowing future growth trend is indicative of the amount of buildable land, as Seminole County is one of the smallest counties in Florida in terms of land mass.

² U.S. Census QuickFacts, accessed April 27, 2022.

Table 4.1

Seminole County Population, Past and Projected, 2000 to 2045

<i>year(s)</i>	<i>population</i>	<i>change</i>	<i>% change</i>
2000	365,196		
2010	422,718	57,522	15.8%
2019	471,826	49,108	11.6%
2020	476,727	4,901	1.0%
2025	505,142	28,415	6.0%
2030	528,478	23,336	4.6%
2035	548,354	19,876	3.8%
2040	565,100	16,746	3.1%
2045	579,426	14,326	2.6%
2000 to 2020		111,531	30.5%
2020 to 2040		88,373	18.5%

Sources: U.S. Census 2000, 2010, 2019. BEBR projections 2020 to 2045.

³ Florida Public Library Outcomes & Standards 2015, Part Two: Standards For Customer Focused Public Library Facilities, pages 26-32.

Section 4: Population & Demographics

Seminole County Demographic Trends

Before delving into specific characteristics of your Public Library and its users, the Consultants sought to become acquainted with the greater Seminole County community. To this end, the Consultants analyzed 2020 U.S. Census data for the County population in several categories, including but not limited to:

- Total population, percentages by age cohort, and by ethnicity.
- Housing and home ownership.
- Education attainment and technology penetration.
- Local economic factors such as employment, income, and poverty.

The Consultants used 2020 U.S. Census QuickFacts figures to perform a simple review of recent data County-wide and from the largest municipalities – in contrast to parallel metrics for Florida and the United States.

In general, Seminole County more closely aligns with the United States than it does with Florida. Of the per 30 unit metrics presented in Table 4.2, Seminole is closer to the U.S. numbers in 20 of those – exactly two-thirds. This would appear to indicate that people are moving to Seminole from outside of Florida, rather than from in State. We do know that Seminole County has had net migration as high as 5,923 persons in Fiscal Year FY2017-2018 – the same year that births outnumbered deaths in the County by 1,154.⁴

Age Cohorts. There is no substantive difference between Seminole County and U.S. populations concerning age, with deviations ranging between 0.5% and 1.5%. The Florida population is older than the County, with the State cohort for age 65+ at almost five percent higher than the County. Otherwise, Florida and County populations deviate 1.1% or less in their respective cohorts.

Housing. Owner-occupied housing in Seminole County is 0.6% higher than the nation – and only 0.8% lower than Florida’s rate. Median home values in Seminole are \$25,100 to \$27,300 more than U.S. and Florida, respectively. The dollar amount for monthly mortgages and rent in Seminole County closely align with national and Florida averages. Population density, measured by number of persons per square mile, is significantly higher in Seminole County – almost four times as dense as the State, and over 16 times the national density.

⁴ BEBR website, Table 6. Annual Net Migration by County in Florida, 2010–2020

Table 4.2

Seminole County Demographics Comparisons, 2020

<i>fact</i>	<i>Seminole County</i>	<i>Florida</i>	<i>United States</i>
Population estimates, July 1, 2019	471,826	21,477,737	328,239,523
Population, Census, April 1, 2020	470,856	21,538,187	331,449,281
Population % change - April 1, 2010 (estimates base) to July 1, 2019	11.6%	14.2%	6.3%
Persons under 5 years %	5.2%	5.3%	6.0%
Persons under 18 years %	20.8%	19.7%	22.3%
Persons 65 years and over %	16.0%	20.9%	16.5%
Female persons %	51.6%	51.1%	50.8%
White alone %	78.6%	77.3%	76.3%
Black or African American alone %	13.1%	16.9%	13.4%
American India/Alaska Native alone %	0.5%	0.5%	1.3%
Asian alone %	5.0%	3.0%	5.9%
Native Hawaiian/Pacific Islander %	0.1%	0.1%	0.2%
Two or More Races %	2.9%	2.2%	2.8%
Hispanic or Latino %	22.5%	26.4%	18.5%
White alone, not Hispanic or Latino %	58.9%	53.2%	60.1%
Foreign born persons %, 2015-19	14.1%	20.7%	13.6%
Language other than English spoken at home % of persons ages 5 years+, 2015-19	23.4%	29.4%	21.6%
Owner-occupied housing unit rate, 2015-19	64.6%	65.4%	64.0%
Median value of owner-occupied housing units, 2015-19	\$242,600	\$215,300	\$217,500
Households, 2015-19	173,668	7,736,311	120,756,048
Persons per household, 2015-19	2.63	2.65	2.62
Land area in square miles, 2010	309.22	53,625	3,531,905
Population per square mile, 2020	1,522.7	401.6	93.8

Section 4: Population & Demographics

Technology Penetration. County levels of households with a computer (95.2%) and with a broadband Internet subscription (90.1%) are higher than the Florida and U.S. averages, from 3.7 percent (computers) to 7.4 percent (Internet).

Education. For those ages 25 and older living in Seminole County, the percentages of graduates from high school (95.2%) and from college (39.6%) are higher than State and national levels – with deviations of ranging from 3.7 to 9.7 percent.

Retail Sales. Total retail sales per capita in Seminole County are higher than both Florida and the U.S. – at \$16,82 versus \$14,177 and \$13,443 respectively.

Employment & Income. County employment is 6.6% and 2.1% higher than the State and national levels, respectively. At \$35,175, Seminole County ranks higher in per capita income – at just over \$3,500 more than the Florida average, and \$1,072 more than the United States average. Seminole County's median household income is significantly higher in comparison with Florida – \$66,768 (County) versus \$55,660 (State) and \$62,843 (U.S.) – or 120% of the State income average per household. Not surprisingly, Seminole County has a lower rate of persons living in poverty (9.3%) in comparison with Florida (12.7%) and the U.S. (11.4%). Average travel time to work for Seminole County workers ages 16 years+ is 27.5 minutes, very similar to Florida workers (27.8), and less than a minute more than nationally.

Local Businesses. The Census figures for number and ownership of firms are from 2012 and are only comparable when analyzing per capita metrics. Of note, Seminole County had slightly more Women-owned businesses, and significantly more Minority-owned firms than the State and the U.S., on a per capita basis.

See Appendix 4.2 for the complete set of statistics from U.S. Census' *QuickFacts* comparing 2019 figures for Seminole County, Florida, and the U.S.

Consultant Observations: In no particular order, these metrics in which Seminole County differs from Florida and the United States impact library service in the County, and/or demand for same:

- Higher than average retail sales in County suggests some sales tax revenue may come from non-County residents.
- Higher education in Seminole has led to higher income levels, which in turn create higher levels of technology penetration in County households.
- The higher number of local businesses per capita suggests a small business prevalence in the County.

Table 4.2 (continued)

Seminole County Demographics Comparisons, 2020

<i>fact</i>	<i>Seminole County</i>	<i>Florida</i>	<i>United States</i>
Households with a computer %, 2015-19	95.2%	91.5%	90.3%
Households with a broadband Internet subscription %, 2015-19	90.1%	83.0%	82.7%
High school graduate or higher % of persons ages 25 years+, 2015-19	95.2%	91.5%	90.3%
Bachelor's degree or higher % of persons ages 25 years+, 2015-19	39.6%	29.9%	32.1%
With a disability, under age 65 years %, 2015-19	7.1%	8.6%	8.6%
Persons without health insurance, under age 65 years %	11.4%	16.3%	10.2%
Veterans, 2015-19	27,558	1,440,338	18,230,322
Total retail sales, 2012 (\$1,000)	6,972,028	273,867,145	4,219,821,871
Total retail sales per capita, 2012	\$16,182	\$14,177	\$13,443
In civilian labor force, total % of population ages 16 years+, 2015-19	65.1%	58.5%	63.0%
Mean travel time to work (minutes), workers ages 16 years+, 2015-19	27.5	27.8	26.9
Median household income (in 2018 dollars), 2015-19	\$66,768	\$55,660	\$62,843
Per capita income in past 12 months (in 2018 dollars), 2015-19	\$35,175	\$31,619	\$34,103
Persons in poverty %	9.3%	12.7%	11.4%
All firms, 2012	46,692	2,100,187	27,626,360
Men-owned firms, 2012	24,154	1,084,885	14,844,597
Women-owned firms, 2012	17,156	807,817	9,878,397
Minority-owned firms, 2012	13,200	926,112	7,952,386
Veteran-owned firms, 2012	4,420	185,756	2,521,682

Source: U.S. Census *QuickFacts*, downloaded on October 1, 2021

Predictive Demographics – Indicators of Library Use

Library use in a typical community can be linked to characteristics of the general populous. Throughout the years, the Consultants have studied the demographics of countless libraries. We consistently find that three demographic indicators usually predict higher levels of use of the public library. As presented in Table 4.3, the Consultants analyzed specific demographic data related to these three indicators to obtain a better understanding of Seminole County and its needs:

- **Education Attainment Level.** The number one predictor of library usage is the level of educational attainment. Rural or metropolitan, the more educated the community, the greater the reverence for the public library. About one in 20 of Seminole County residents age 25+ do not have a high school diploma. The County’s traits for having a Bachelor or higher degree eclipse national and State averages.
- **Presence of Children in the Home.** The second significant predictor is household type, specifically households with children living at home. For Seminole County, this holds to be somewhat true – with almost one-third of households having children living in the home. Families that use the public library give their kids a head start when beginning their formal K-12 education process.
- **Homeownership.** The third important indicator is homeownership. Persons who own their home tend to make more use of the public library than those who rent due to the understanding that, as a taxpayer, some of their property taxes are supporting the public library. The owner-occupied housing rate in Seminole County is virtually the same as the State and the nation.

Consultant Observations: By the aggregate totals, Seminole County exhibits the traits for high library use, as well as these nuances:

- The Consultants theorize that the high regard for education in Seminole County spurs the demand for early childhood development, prior to compulsory K-12 education.
- Levels of homeownership may be neither a plus or a minus contributor to overall Library usage in Seminole County, but it may influence Library use in specific communities.
- The proportions of children and teenagers under age 18 (a combined 20.8% of the Seminole County general population) indicate a significant tendency of children in the home – and a need for a vibrant library service program for children and their caregivers.

Table 4.3
Seminole County Demographics – Indicators of Library Use

<i>fact</i>	<i>Seminole County</i>	<i>Florida</i>	<i>United States</i>
Persons ages 25 years+ without a high school diploma or equivalent	5.7%	11.8%	12.0%
Persons ages 25 years+ with a Bachelor's degree or higher	39.6%	29.9%	32.1%
Households with children ages 0-17 in the home	31.2%	35.8%	38.9%
Owner-occupied housing units	64.6%	65.4%	64.0%

Sources: U.S. Census Bureau, DemographicReports.com, statistica.com

Section 4: Population & Demographics

Population & Demographics of Communities in the County

Seminole County is currently home to seven municipalities. The Consultants reviewed data found on the Seminole County website that provided demographics County-wide and for persons living within these seven cities:

- Altamonte Springs.
- Casselberry.
- Lake Mary.
- Longwood.
- Oviedo.
- Sanford
- Winter Springs

Those reports for each of the seven communities are contained in Appendices 4.4.1 through 4.4.7. Sources of these data were from Esri forecasts for 2020 and 2025 estimates, and the U.S. Census Bureau for the 2010 and 2020 Census, where population was defined by each municipality's city limits.

To help SCPL plan for the immediate future through a better understanding of their future/potential customers, the Consultants chose to use 2025 projections when available, rather than analyze historic data. When not available, 2020 US Census QuickFacts statistics were used.

At right, Table 4.4 ranks the seven cities using 2025 projections for each. A summary of findings from the Seminole County website includes:

1. **Total Population.** Sanford will continue to be the most populous city. Indeed, current rankings are projected to remain the same through 2025.
2. **Children in the Home.** Sanford is projected to have a higher percentage of children than any of the cities by 2025, eclipsing Oviedo. Longwood will become third, followed closely by Winter Springs, then Lake Mary.
3. **Household Income.** Lake Mary, Oviedo, and Winter Springs will be the wealthiest of the seven communities. Sanford and Casselberry will have the highest percentages of incomes below \$50,000.
4. **Housing.** Winter Springs and Oviedo will have the highest percentages of owner-occupied homes in the area. Lake Mary and Longwood will rank high in percentage but will rank at the bottom in quantity due to their smaller populations. Households in Oviedo will average 2.98 persons, followed by Sanford (2.67) and Longwood (2.59) – predominately paralleling the ranking of children in the home.

Table 4.4

Seminole County Municipality Demographics – Ranking City Metrics

1			2		
rank	city	total 2025 population	rank	city	2025 % under age 20
1	Sanford	67,224	1	Sanford	27.3%
2	Altamonte Springs	48,366	2	Oviedo	23.7%
3	Oviedo	43,095	3	Longwood	20.7%
4	Winter Springs	41,324	4	Winter Springs	20.6%
5	Casselberry	31,866	5	Lake Mary	20.4%
6	Lake Mary	18,437	6	Altamonte Springs	20.2%
7	Longwood	16,253	7	Casselberry	19.5%
		average:			average:
					22.6%

3a			3b		
rank	city	2025 median household income	rank	city	2025 % of HH income < \$50K
1	Oviedo	\$107,449	1	Sanford	46.5%
2	Lake Mary	\$103,758	2	Casselberry	43.3%
3	Winter Springs	\$86,257	3	Altamonte Springs	36.9%
4	Longwood	\$74,117	4	Winter Springs	25.4%
5	Altamonte Springs	\$60,147	5	Longwood	20.7%
6	Casselberry	\$54,589	6	Lake Mary	17.4%
7	Sanford	\$52,963	7	Oviedo	17.2%
		average:			average
		n/a			33.2%

4a			4b		
rank	city	2025 owner occupied housing %	rank	city	2025 household size
1	Winter Springs	73.7%	1	Oviedo	2.98
2	Oviedo	73.3%	2	Sanford	2.67
3	Lake Mary	67.7%	3	Longwood	2.59
4	Longwood	64.9%	4	Winter Springs	2.56
5	Casselberry	48.5%	5	Lake Mary	2.50
6	Sanford	47.9%	6	Casselberry	2.33
7	Altamonte Springs	38.4%	7	Altamonte Springs	2.18
		average:			average
		55.8%			2.53

Note: n/a = data not available.

Section 4: Population & Demographics

Table 4.4 continues, populated with 2020 stats from US Census QuickFacts. A summary of findings includes:

5. **Educational Attainment.** Of the seven communities, Oviedo ranks first in college degree attainment, ahead of Winter Springs and Lake Mary. Sanford, Longwood, and Casselberry are home to the lowest percentages of college-degreed persons of the seven.
6. **Labor Force.** Employment of persons ages 16 and older in the seven cities shows Altamonte Springs has the highest rate at 70.8% while Casselberry has the lowest employment at 62.9%, slightly below the County average of 65.1%.
7. **Persons in Poverty.** Sanford, Casselberry, and Altamonte Springs have the highest number of persons living below the poverty level, at 16.6, 16.1, and 10.9 percent respectively.
8. **Languages Spoken Other than English.** Altamonte Springs, Casselberry rank first, second, and third, respectively for languages other than English spoken in their homes.
9. **Population Density.** Altamonte Springs has an urban density of 5,136.8 persons per square mile, denser than many of the nation's most populous cities (San Diego at 4,256, Dallas at 3,841, Houston at 3,599, and Phoenix at 3,105).

Additional Metrics/ Consultant Observations: Other statistics of note:

- **Number of Businesses.** Altamonte Springs has the highest number of firms at 6,010, followed by Sanford at 5,221 and Oviedo at 3,522.
- **Number of Vehicles per Household.** Only 3.6% of households in Seminole County have no vehicle, 33.7 percent have only one vehicle, and 71.5% of vehicles in the County are owned by owner-occupied households.
- **Higher densities** are expected in the non-rural areas, but Casselberry, and Altamonte Springs were a surprise. Given their proximity to each other, these two cities comprise the densest area in the County, by far.
- Not necessarily a correlation, but Sanford, Casselberry, and Altamonte Springs rank in the top three persons living in poverty, income below \$50,000, and languages other than English spoken in the home.

Table 4.5 (on the next page) compares the demographics of Seminole County with its seven largest municipalities, using data obtained from the County's website, followed by additional Consultant observations.

Table 4.4 (continued)

Seminole County Municipality Demographics – Ranking City Metrics

5a			5b		
rank	city	2020 Bachelor degree %	rank	city	2020 High School diploma %
1	Oviedo	53.2%	1	Winter Springs	73.7%
2	Winter Springs	49.6%	2	Oviedo	73.3%
3	Lake Mary	49.5%	3	Lake Mary	67.7%
4	Altamonte Springs	39.0%	4	Longwood	64.9%
5	Casselberry	31.2%	5	Casselberry	48.5%
6	Longwood	27.6%	6	Sanford	47.9%
7	Sanford	25.4%	7	Altamonte Springs	38.4%
		average:			average
					93.9%

6			7		
rank	city	2020 % employed age 16+	rank	city	2020 % living in poverty
1	Altamonte Springs	70.8%	1	Sanford	16.6%
2	Oviedo	70.4%	2	Casselberry	16.1%
3	Longwood	67.9%	3	Altamonte Springs	10.9%
4	Winter Springs	65.0%	4	Longwood	9.1%
5	Lake Mary	64.9%	5	Winter Springs	7.0%
6	Sanford	64.4%	6	Oviedo	5.4%
7	Casselberry	62.9%	7	Lake Mary	4.2%
		average:			average:
					66.7%

8			9		
rank	city	languages spoken in home	rank	city	persons per square mile
1	Altamonte Springs	30.3%	1	Altamonte Springs	5,136.8
2	Casselberry	28.7%	2	Casselberry	4,113.4
3	Sanford	27.9%	3	Longwood	2,743.1
4	Oviedo	21.8%	4	Sanford	2,654.4
5	Winter Springs	21.0%	5	Oviedo	2,635.5
6	Lake Mary	18.1%	6	Winter Springs	2,608.3
7	Longwood	15.8%	7	Lake Mary	1,825.9
		average:			average:
					25.0%
					2,946.9

Section 4: Population & Demographics

Table 4.5

Demographic Comparisons of Seminole County with Its Largest Municipalities

<i>metric</i>	<i>Seminole County</i>	<i>Altamonte Springs</i>	<i>Casselberry</i>	<i>Lake Mary</i>	<i>Longwood</i>	<i>Oviedo</i>	<i>Sanford</i>	<i>Winter Springs</i>
Total Population								
2010	422,718	41,550	25,959	13,758	13,616	33,406	53,979	33,332
2020	470,856	46,290	29,834	16,704	15,409	40,299	61,678	38,764
2025	505,142	48,366	31,866	18,437	16,253	43,095	67,224	41,324
Age Cohorts								
0 to 9	49,597	1,707	3,149	1,707	1,622	4,713	9,528	3,746
10 to 19	52,912	2,044	3,060	2,044	1,743	5,485	8,797	4,749
20 to 64	313,907	35,966	19,449	10,446	9,054	26,644	39,878	24,213
65+	88,726	8,649	6,208	4,240	3,834	6,253	9,021	8,616
Median Age	38.2	39.3	40.2	45.7	43.6	37.8	34.8	43.3
Education Attainment								
High School grad or higher	94.4%	94.7%	92.3%	97.2%	92.0%	96.6%	89.9%	96.8%
Bachelor degree or higher	41.0%	39.0%	31.2%	49.5%	27.6%	53.2%	25.4%	49.6%
Households - Projected by 2025								
Total	195,486	22,037	13,623	7,191	6,227	14,365	24,725	16,116
% with Children	46.6%	44.0%	43.3%	47.1%	47.1%	46.7%	52.7%	46.5%
Housing Units - Projected by 2025								
Owner-Occupied	125,300	8,463	6,607	4,866	4,040	10,527	11,855	11,881
Renter-Occupied	82,758	13,574	7,016	2,325	2,187	3,838	12,869	4,235
% Owner-Occupied	60.2%	38.4%	48.5%	67.7%	64.9%	73.3%	47.9%	73.7%
Technology in Homes								
Households with computers	96.1%	95.7%	96.0%	97.7%	94.9%	97.7%	92.6%	96.3%
Households with Internet	91.4%	91.1%	87.6%	96.2%	89.7%	95.6%	85.1%	92.1%
Language Spoken in Homes								
Other than English	23.4%	30.3%	28.7%	18.1%	15.8%	21.8%	27.9%	21.0%

Sources: Esri historic & 2025 projections based on U.S. Census-designated cities/towns as census-designated places.

Consultant Observations: Looking into the near future (2025), demographic projections indicate a continuation of historic trends in Seminole County – the communities of Sanford and Casselberry having a number of residents with a likely need for library service and Lake Mary, Oviedo, and Winter Springs showing strong indicators of likely library usage.

Statistically speaking, Altamonte Springs and Longwood are located somewhere in between, with combinations of potential need (lower technology penetration and significant percentage of children in Longwood) and likely use (languages other than English and above average educational attainment).

Analysis of Community Libraries

The Consultants also acquired demographic data so we could delve deeper into the characteristics of the neighborhoods where the six public libraries are located, looking at library service indicators and needs in each. Five of the six are branches of the Seminole County Public Library System. Altamonte Springs is the only public library in the County that is not part of SCPL. The complete data are presented in Appendix 4.6. This Section highlights some of the details.

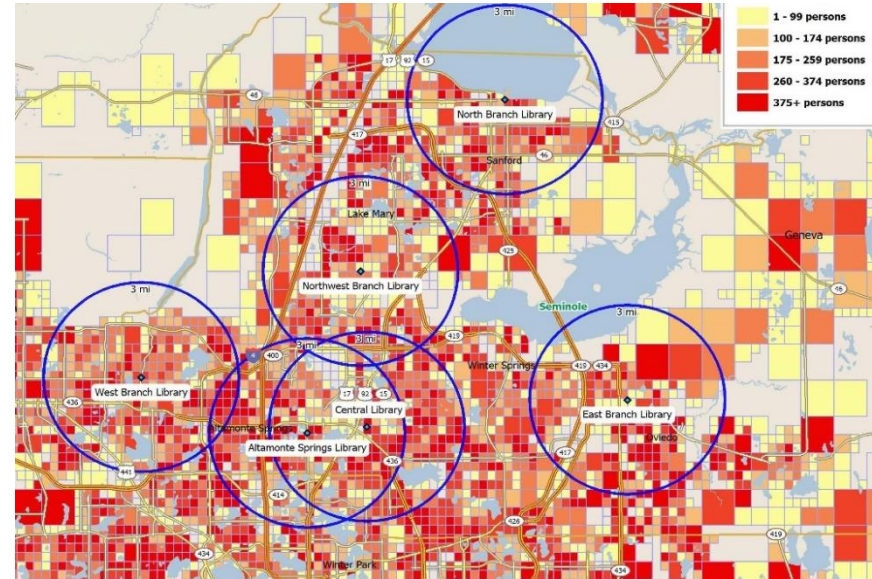
Data was commissioned from *DemographicReports*, of Laguna Niguel, California – allowing the Consultants to compare characteristics of the general Seminole County population with residents of the communities living in proximity to a branch of the Seminole County Public Library system. The Consultants analyzed statistics from within three-mile diameters centered on each public library in the County, as depicted in Figure 4.1, maps the rings around the Altamonte Springs location, all five SCPL locations, and population density, in persons per square mile, graded according to the legend in the upper right corner of the map. Table 4.6 contains some comparative public library service data that was available for the six locales.

Consultant Observations. The available data regarding the six libraries shows that Seminole County is providing more hours of service and is open more days than the Altamonte Springs City Library, which also has the smallest facility by far, in terms of space per capita and total square footage.

The Florida Library Association’s *Florida Public Library Outcomes & Standards 2015* establishes guidelines for library size based on population served. Up to 25,000 population should have total gross square feet per capita of 0.8 square feet. Populations above 25,000 people should have total gross square feet per capita of 0.6 square feet. The disparity regarding accessibility due to the lower number of hours and days open for the Altamonte Springs Library may be a result of the COVID-19 impact.

The overlap of the Altamonte Springs City Library and Seminole County Central Library delineates the population shared between the two facilities, indicating a potential for duplication of service. Conversely, other overlaps are minimal, revealing gaps between the various locations. Of particular note is that almost half of the Sanford Library ring includes Lake Monroe, demonstrating that location’s limitations in terms of being within convenient access for the greatest number of residents.

Figure 4.1
Public Library Locations in Seminole County – Population Density Overlay



Source: Scan/US January 1, 2021 Estimates & 2020 US Census

Table 4.6
Comparisons of Public Libraries in Seminole County Municipalities

Library-locale	building size, in square feet	3-mile ring population ^a	square feet per capita ^b	days open per week	hours open per year
Altamonte Springs	8,240	90,262	0.09	6	2,451
Central-Casselberry	48,718	91,974	0.53	7	3,273
Northwest-Lake Mary	12,092	63,872	0.19	7	3,273
West-Longwood	12,092	77,047	0.16	7	3,273
East-Oviedo	12,092	50,721	0.24	7	3,273
North-Sanford	12,474	37,872	0.33	7	3,273
	105,708	Total public library square feet in County			
	97,468	Seminole County Library total square feet			

Notes: a = There is duplication of population due to overlapping rings.
b = Based on the population falling within the 3-mile ring.

Section 4: Demographics & Population

Distances between Libraries. A chart showing distances and drive-times between libraries in the communities is presented in Table 4.7.

Conclusions

The Consultants summarize the findings of this Section, as follows:

- Seminole County’s projected 20-year growth of 18.5% over 2020 may be overly conservative, given national, state, and local trends of migration and land use.
- Education levels and incomes are higher than average. Unemployment and poverty rates are lower than average.
- The Seminole County population is younger than the Florida average and is home to families with children.
- Retail sales in Seminole County are higher than the State average, indicating the County is a commercial center and an economic engine for the Orlando region.
- SCPL provides more hours of service and is open more days per week than the only independent municipal public library in the County.

Consultant Observations. Based on this data, the Consultants have developed a clear picture of the greater Seminole County marketplace. Given the balance of the demographics, there are few significant differences between the relative populations of the locales, but the anomalies highlighted herein are significant. Seminole County not only exhibits some of the primary indicators for strong library use, but local municipalities also share in several of those characteristics – with the potential to benefit from expanded library services.

Table 4.7

Comparisons of Distance between Libraries, in Miles & Minutes of Drive-time

library	Central Library	East Branch	North Branch	Northwest Branch	West Branch	Altamonte Springs*	Winter Springs**
Central Library		9.9 miles/ 21 minutes	12.7 miles/ 27 minutes	7.4 miles/ 17 minutes	9.2 miles/ 26 minutes	2.5 miles/ 9 minutes	7.1 miles/ 14 minutes
East Branch	9.9 miles/ 21 minutes		12.8 miles/ 20 minutes	12.8 miles/ 20 minutes	18.2 miles/ 35 minutes	12.1 miles/ 27 minutes	15.4 miles/ 19 minutes
North Branch	12.7 miles/ 27 minutes	12.8 miles/ 20 minutes		9.7 miles/ 19 minutes	18.9 miles/ 27 minutes	17.5 miles/ 28 minutes	10.4 miles/ 15 minutes
Northwest Branch	7.4 miles/ 17 minutes	12.8 miles/ 20 minutes	9.7 miles/ 19 minutes		11.1 miles/ 24 minutes	6.5 miles/ 16 minutes	13.7 miles/ 22 minutes
West Branch	9.2 miles/ 26 minutes	18.2 miles/ 35 minutes	18.9 miles/ 27 minutes	11.1 miles/ 24 minutes		7.5 miles/ 20 minutes	13.7 miles/ 23 minutes
Altamonte Springs*	2.5 miles/ 9 minutes	12.1 miles/ 27 minutes	17.5 miles/ 28 minutes	6.5 miles/ 16 minutes	7.5 miles/ 20 minutes		6.3 miles/ 14 minutes
Winter Springs**	7.1 miles/ 14 minutes	15.4 miles/ 19 minutes	10.4 miles/ 15 minutes	13.7 miles/ 22 minutes	13.7 miles/ 23 minutes	6.3 miles/ 14 minutes	

* To/from Altamonte Springs City Library

** To/from Winter Springs City Hall

Library Service Opportunities. While not definitive predictors of library usage by themselves, metrics such as age cohort and technology penetration are important tools in planning for library services and how a building should be designed and furnished. As an example, almost one in six Seminole County residents is 65 years or older and have more discretionary time on their hands than younger residents. This is an important distinction for both library services and the physical space. The Seminole County Public Library system has an opportunity to improve quality of life through support of jobs skills training and small business incubation – as ways to grow more and better local jobs, thereby increasing incomes.

Summary of Demographics Analysis. Data summarized in the Appendices can allow readers to compare and contrast metrics from the State of Florida and the United States with Seminole County. The observations we offer about the opportunities available to SCPL to address early childhood education and job skills training can improve the learning and earning potential for all County residents, not only the less fortunate.

Section 5:

Stakeholder Analysis

Given that a public library, by definition, has as its primary role providing resources and information for the general public, it is necessary that public input is an extremely important aspect of a Master Plan Report. The Consultants gathered considerable input via the following:

- Online Survey completed by over 6,900 persons;
- Paper Survey dealing with 17 specific services; and
- Meetings and Interviews with stakeholders.

Online Survey

The Survey was available for public input from April 29, 2022 to May 31, 2022. Here are the primary findings.

- Have a Seminole County Public Library (SCPL) Library Card – 97.6%;
- Frequency of Use of SCPL – Monthly, followed by Weekly and Three to Five times a year;
- Which of the SCPL facilities were used the most – Central, East, and Northwest;
- Importance of SCPL offered services – Books and other materials, access library collections and information from home story hours and learning activities for children;

- Desired improvements – More eBooks, eAudiobooks, other digital content, more books, maintaining existing library facilities, and more classes and/or programs for adults;
- Importance of the SCPL – 90% indicated Very;
- How does SCPL rank compared to other services the County provides – Top of the list according to 58% of the responses and in the middle per 35%;
- In favor of a tax increase for more/improved services – 41% indicated it would “Depend on amount, 37% in favor, and 16% not in favor;
- For the survey respondents who lived elsewhere prior to re-locating to Seminole how does Seminole library service compare – About the same 27%,

The Online Survey also collected demographic data that has proven to be relevant with regard to usage of a public library:

- | | | |
|--------------------------------|-------------------------------|--------------------------------|
| • Children living at home | Yes 39% | No 58% |
| • Educational attainment level | Graduate College degree – 40% | Undergraduate degree – 30% |
| | Some college – 10% | Two-year college degree – 9.5% |
| • Own or rent current home | 76% own and 15% rent | |
| • Age of respondent | 65+ 30% | |
| | 35 – 49 29% | |
| | 50 – 64 22% | |
| | 25 – 34 10% | |

Of the demographics collected via the Online Survey the single most important as a predictor of probable usage of a public library is the educational attainment level. Consistently, throughout the country, populations with college degrees will result in more use of the local public library than populations with a lesser number of college educated residents.

Home ownership also results in greater use of the public library.

Given that thirty percent of the survey respondents were age 65 and above it is not at all surprising to find that the “children living at home” percentage is at 39 percent. If those percentages were reversed that would be consistent with

Section 5: Stakeholder Analysis

another demographic that results in more usage of the local public library – children living at home.

Zip codes of current places of residence, ranked in order of the number of responses:

<i>rank</i>	<i>Zip code</i>	<i>percentage</i>	<i>responses</i>
1	32765	16.2%	902
2	32708	11.9%	664
3	32779	11.5%	644
4	32746	10.3%	573
5	32771	9.2%	515
6	32707	8.4%	471
7	32714	5.3%	294
8	32750	5.1%	285
9	other	4.4%	247
10	32766	4.2%	233
11	32792	4.1%	226
12	32773	4.0%	223
13	32701	3.8%	213
14	don't know	0.4%	20
Totals		98.8%	5,510

There were 5,577 total responses to this question.

The complete results of the Online Survey can be viewed via the SCPL website.

I Want My Library To . . . Survey

Each person, public and staff, the consultants had contact with was asked to complete a paper survey that was comprised of seventeen (17) services most public libraries provide on a regular basis.¹

Each service ranked first received five (5) points, each ranked second four (4) points, down to a fifth rank for one (1) point. The Consultants also asked those taking the survey to mark two (2) of the services with an X, meaning do not offer/provide that service.

Most everyone who was asked to complete the survey did so. Here are the results – public and staff.

- 1 - Most important
- 2 – Next most
- 3 – Not quite as important
- 4 – Bit less important
- 5 – Important

<i>public responses</i>	<i>staff responses</i>
#1 – Lifelong Learning Center	#1 – Computer & Information Literacy
#2 – Computer & Information Literacy	#2 – Early Literacy (Children)
#2 – Stimulate Imagination (tie)	
#3 – Early Literacy	#3 – Lifelong Learning Center
#4 – Educational Support	#4 – Public Space, Commons
#5 – Adult & Teen Literacy	#5 – Educational Support

<i>least preferred by the public:</i>	<i>least preferred by the staff:</i>
Consumer & Lifestyle Information	Personal Creativity
Community Referral Service	Local History & Genealogy
Personal Creativity	Consumer & Lifestyle Information

¹ See the Appendices for an explanation of the Survey and the 17 possible responses.

Section 5: Stakeholder Analysis

Of the seventeen (17) services the top three (3) were:

- Lifelong Learning Center;
- Computer & Information Literacy; and
- Early Literacy.

Library Responses To These Services

There is a variety of ways that SCPL can be a **Lifelong Learning Center**. These include the collections of library materials, ensuring that there are ample resources for the very young, i.e. picture books shelved in bins so that the child and caregiver can see the covers to assist in making a decision of what book is the right on for the child.

At the other end of the age spectrum build and maintain a strong collection of large print titles of both current literature and long-time favorites. These books should be shelved on bookstacks that are no taller than 64 inches with bottom two shelves being tilt shelves making reading the spine label easier to read. The audiobook collection should span the age range as well, although there will be a much larger adult and teen collection than for children. Programming should also cover the age span – from story times for the youngest, “How To” for adults and current events as well as history related and entertainment for the older population. For the teens and tweens, each library could (should) have a “Teen/Tween Advisory Board” for the purpose of assisting staff decision-making regarding the programs and services in general that will appeal to the age group.

As for **Computer & Information Literacy** there are these primary issues:

- Staff in each building who are highly computer literate and able to communicate with the customers and answer the “how do I” questions plus serving as “teachers” for classes dealing with information literacy;
- The equipment is kept up-to-date with a “Refresh Rate” of no more than three (3) years for the public and the staff;
- Locations for the “hardware” that is comfortable, properly lighted, and includes individual and two-person “stations.”
- For the customers who want to access the catalog and/or look for an answer to a question or verify a fact there should be two or more standup stations; and

- A “Help” Desk, staffed at all times, readily available with one side chair for assistance that require more than a moment or two.

Early Literacy typically refers to children and their caregivers. Reading aloud, starting with the third trimester of pregnancy, research has proven that a baby’s ears are ready to hear at that time. The rhythm, melody, and other language patterns that serve as the foundation of speech are crystal clear. Research also suggests that third-trimester babies not only pick up on language patterns, but after birth, they can recognize words they first heard in the womb. Prenatal reading is a wonderful way to start healthy brain development.

Studies also show that third-trimester babies not only hear but also recognize the sound of their mother’s voice. Mom’s soothing tones cause a baby’s fetal heart rate to lower and can help establish auditory bonds that carry on after birth. Hearing Mom and Dad read solidifies these early bonds and encouraging family participation helps others connect with the baby. Reading together is one of the best ways to help a child grow into a reader and a successful learner.

SCPL can be an important resource for early literacy. It can contact pediatrician and hospitals in the County. The contact with the pediatrician is to explain the “reading aloud” concept and encourage the doctor’s assistance. Hospitals should also be contacted for the purpose of requesting that Library staff be allowed to visit the room of a mother who is expecting for the purpose of introducing the importance of reading aloud during pregnancy and after birth. If the parent(s) are not registered borrowers of SCPL suggest they might wish to become a cardholder and if there is agreement “sign her/them up.”

In addition to pointing out the value of reading aloud during pregnancy, the Library should also outfit each Children’s Services area with at least one “Read To Me” seating station so that reading aloud to the newly born continues both at home and in the library.

As for the services that were least preferred by the public they were:

- Community Referral Service; and
- Consumer and Lifestyle Information.

Section 5: Stakeholder Analysis

Seminole County Public Schools

The School District Bookmobile is a school bus converted to traveling bookmobile. It goes to locations where students have challenge in getting to school. The Bookmobile is used year-round by the Schools. However, If the County wants to partner, Seminole Public Schools would be interested.

What schools comprise the school district?

- 9 high schools (grades 9 through 12).
- 12 middle schools (grades 6 through 8).
- 37 elementary schools (grades K through 5).
- Pre-K is offered in the district schools, plus an early learning center, a small facility.

The District does not include charter schools. Some schools are open in the summer.

Schools be interested in the public library providing school class programs to teach students to learn about the library. There is a Memorandum of Understanding (MOU) from 2014 as to cooperation between public schools and public libraries – what activities can happen. No one is sure what is happening or happened, especially during pandemic.

If the Library wanted to buy copies of the textbooks used in public schools and make them available to students for in-house use the School District would provide a list of books. The District is doing a new textbook adoption process now.

With regard to transportation issues in areas of poverty would a mobile unit be better or a kiosk? The Schools like the kiosk. Both approaches can serve the public, but the kiosk is intriguing. It is easier for people to get to.

Are there new schools in the pipeline? Not in the next two to three years. Some are being renovated, such as an Elementary in Castleberry, but the pandemic interrupted planning.

Partnership opportunities might be use of Schools mobile unit in summer, but that would be temporary (trial to see if warrants SCPL purchasing own). Also, school visits by SCPL in Fall and Spring to schools would need the approval of Schools and most likely local school principals.

There is, it appears, an opportunity for the SCPL to become more active in its relationship with Seminole County Schools. The most immediate step, without great expense would be twice-a-year school visits. In the Spring, visits would focus on the resources and program the Library has that could benefits students over the summer break. In late Summer/early Fall information, again, about the SCPL's resources and present a book talk.

The Consultants believe one or more kiosks are the best way to bring library service where transportation may be limited. For one reason, no staff involvement aside from periodic visits to "re-stock" the kiosk(s) as needed.

Other Stakeholder Input

Overall, public participants in a focus group devoted to Children's Services were pleased and complimentary of all SCPL staff. They were also pleased with the Library's website. Other input received included:

- Meet with school personnel and community stakeholder to arrange periodic progress reports;
- Crowded bookstacks sometimes too high to reach;
- Improvement in Library awareness is necessary;
- Providing SCPL borrower cards for all students would improve library visibility,
- Having older children reading to younger children;
- A more attractive space for children and for teens at the Central Library;
- Initiate book clubs for children;
- EV stations at each Library;
- Solar panels and other energy producing items would be a plus;
- RFID (Radio Frequency Identification) would be a positive development;
- Seminole County School District would be interested in SCPL providing programs at schools in the class rooms to teach students how to learn about the public library; and

Section 5: Stakeholder Analysis

- School District does not have new schools planned for the next two to three years.

The Consultants believe that the Stakeholder input received provided important information for our recommendations. The public is favorably impressed by the SCPL and the staff welcomes the opportunities to further strengthen the services provide and consider new services.

The last point is important due to the lessening of services that could be provided as a result of the COVID-19 pandemic.

Section 6:

Assessment of Existing Conditions

At this juncture of the project, the Consultants completed much of the research required to effectively evaluate the Seminole County Public Library (also referred to as SCPL or the Library). Each preceding Section of this Report laid a foundation for assessing the existing library conditions in Seminole County and its surrounding communities. This content included:

- The history of the Library and Seminole County (the County), including the current strategic goals of the County, documented in Section 1.
- Standards and best practices for public libraries, including current and emerging trends, as summarized in Section 2.
- Statistical comparisons with peer public libraries in Florida that SCPL aspired to emulate, and/or are close to in geographical proximity and/or similar population size, tabulated and contrasted in Section 3.
- An analysis of population projections for Seminole County and the demographics of its communities, the entire County, the state of Florida, and the United States – all compiled in Section 4.
- Input from a cross-section of the greater Seminole County community – residents and commuters, library users and non-users alike – concerning their needs, desires, and dreams for the future of SCPL, with a synopsis in Section 5.

The Consultants sought to objectively evaluate the existing conditions within the Seminole County Public Library system, with a goal of determining the potential effectiveness of reusing existing resources before recommending the implementation of new resources. This Section evaluates all aspects of SCPL operations in varying degrees of detail.

Library Customer Base Analysis

We begin with the most important component of public library operations – the library customer. Being a function of the Seminole County government, the public library is tasked with serving all people in the County. In Florida, all public libraries have a reciprocal borrowing agreement, allowing Florida resident cardholders from any library to borrow from any other library. For non-resident customers, SCPL charges a \$50.00 annual fee for a SCPL card, as compared with recent County library spending of about \$14.00 per resident.

The Public Library Cycle of Life. Over the course of the 300+ public library projects the Consultants have completed, we have learned that successful library planning cannot be realized in a vacuum. Library customers dictate which programs and services they demand, which require well-trained staff to deliver. Customers, services, and staff require efficient facilities – all of which require adequate funding – which in turn requires the approval of satisfied customers through their elected representatives in government. So, on goes the cycle of life of the public library – on and on and on.

Over the past decade, the Consultants have come to learn that library planning is no longer just about books, or just about location – but rather it all starts with the customer. Like any service sector business, convenience for the library user is critical in establishing and retaining their membership:

Is the Library easy to get to?

Once there, is the facility easy to use?

Are the Library offerings what the customer wants or needs?

Are the staff welcoming, friendly, and helpful?

Answers to these questions suggest that it is, indeed, all about the customer. Any public library will cease to exist if its customers are not satisfied.

Market Penetration. The majority of Americans have at least one public library card per the Pew Research Center. Comparing Seminole County with Florida and our country at-large:

- 61% of U.S. residents hold a public library card.
- 52% of Floridians are cardholders per state-wide average.
- 73% of Seminole County residents hold an SCPL Library card.

Section 6: Assessment of Existing Conditions

As summarized in Section 5, 97.6% of respondents of the online survey (6,724 of 6,888 responses) held a Seminole County Public Library card. The survey also indicated 69.7% had been library users in other communities where they lived before moving to Seminole County. Of those, 27.2% said library service was better at their former residence, 27.6% said it was about the same as Seminole County, and 14.9% said SCPL had better library service than their former residence.

Population Densities. Research by the Consultants on the larger cities in Seminole County captured raw population figures and the number of persons per square mile, as tabulated in Section 4 of this Report. These figures are based upon the 2020 U.S. Census and yield some surprisingly high densities – especially in Altamonte Springs and Casselberry.

Also importantly noted in Section 4 is that populations in Altamonte Springs and Casselberry are more dense than five of the most populous cities in the U.S. including Jacksonville, Florida; Phoenix, Arizona; and Houston, San Antonio, and Dallas, Texas.

Library Usage Analysis

Most public libraries in the U.S. track statistics that indicate levels of use. Traditional metrics of this type include the number of items check-out – termed as *circulation* of books, videos, etc., and the number of visitors to a library building, typically using an infra-red people counting device stationed at the public entrance(s) that track entries and exits. Unless otherwise noted for our analyses of these statistics, the Consultants relied on pre-pandemic figures reported for the period of the fiscal year (FY) of 2018-2019, in order to have a more normalized comparison of a full year on uninterrupted service.

Number of Library Visits. The Consultants compared the number of SCPL visits with peer libraries. SCPL had 1,695,063 total library visits in 2019, equating to 3.59 visits by every person in the County over that year. The 50th percentile of peer libraries is equivalent to 11 visits by every person in the County.

SCPL ranked highly for the number of annual visits to its website (5,183,798), or between the 75th and 90th percentile of peer libraries, as noted in Section 3.

The online survey revealed that 35.7% of respondents visited the County's libraries monthly, 20.1% visited weekly, 19.3% visited three to five times annually, 9.9% came once or twice a year, and 4.8% visited two to three times per week.

Population Densities	<i>land area in square miles</i>	<i>2020 total population</i>	<i>population per square mile</i>
Altamonte Springs	9.01	46,231	5,131.1
Casselberry	6.99	28,794	4,119.3
Lake Mary	9.16	16,798	1,833.8
Longwood	5.45	15,087	2,768.3
Oviedo	15.21	40,059	2,633.7
Sanford	22.96	61,051	2,659.0
Winter Springs	14.67	38,342	2,613.6
Seminole County	309.22	470,856	1,522.7

Section 6: Assessment of Existing Conditions

Use of Library Facilities & Offerings. The Consultants also analyzed several statistics gauging library usage at each Library. National surveys measuring public library usage, as well as the online survey mounted by SCPL (summarized in Section 5), indicate the primary use is checking out books and other collection items offered by the given library.

For FY2020-2021, the Consultants analyzed the usage of the collections – the number of items checked-out, referred to as circulation – contrasting SCPL with its Peer County Libraries. Seminole circulated 3.77 per capita compared to Peer average 6.79. This suggests the collection may be lacking what Seminole County residents are seeking.

The Consultants also analyzed in-person visits to each SCPL location, as tabulated in the upper righthand column.

Circulation of Physical Items. Systemwide in Seminole County, the total numbers of physical items circulated by fiscal year have declined slightly during the Covid-19 pandemic, however, three of the five SCPL locations have seen an increase.

The Consultants find it curious that the Northwest Branch Library as the only location to experience such a significant drop-off in usage during the pandemic – almost 25 percent. The Northwest Branch is located in Lake Mary, where 2020 demographics showed the highest percentage of households with incomes over \$200,000, at 14.6%. Lake Mary’s per capita income of \$50,594, is the highest of any city in the County by about \$10,000 (Winter Springs at \$40,902, Oviedo at \$40,476). Possible explanations of that significant reduction in checking out of books at the Northwest Branch could be the pandemic, with a potential contribution being that the affluent customer base in Lake Mary chose to purchase their books or use electronic items rather than borrowing in-person and risk being exposed to Covid.

Circulation of Electronic Items. Total numbers of electronic items checked out systemwide in FY2018-2019 were as shown in the table to the right, calculating the changes from pre- to post-pandemic. The reduction in the use of other electronic resources (almost 18%), which include the use of databases SCPL has access to, might be due to the fact that those databases are only available through public computers located within SCPL facilities – access to which was restricted during the pandemic.

Library Usage facility	<i>square feet (SF)</i>	<i>number of visits</i>	<i>items checked out</i>	<i>check-outs per visit</i>
Central ¹	35,327	171,122	401,774	2.35
East	12,092	156,434	433,708	2.77
North	12,474	138,890	180,665	1.30
Northwest	12,092	144,710	287,656	1.99
West	12,092	167,771	227,304	1.35
System Support ²	13,381	0	432,859 ³	
TOTALS	97,458	778,927	1,963,966	2.52

Physical Items year/location	<i>Central</i>	<i>East</i>	<i>North</i>	<i>Northwest</i>	<i>West</i>	<i>Total</i>
2018/2019	403,727	401,870	159,532	358,968	221,918	1,546,015
2020/2021	401,774	433,708	180,665	287,656	227,304	1,531,107
<i>difference</i>	-1,953	+31,838	+21,133	-71,312	+5,386	-14,908
<i>% difference</i>	-0.49%	+7.34%	+11.70%	-24.79%	+2.37%	-0.97%

Electronic Items year/type	<i>eBooks/ eAudio/video/ magazines</i>	<i>other electronic resources</i>	<i>total electronic items</i>
2018/2019	260,055	123,638	383,693
2020/2021	327,748	105,111	432,859
<i>difference</i>	+67,693	-18,527	+49,166
<i>% difference</i>	+20.65%	-17.63%	+11.36%

Section 6: Assessment of Existing Conditions

Section 2 of this Report noted the post-Covid nationwide trend of accelerated use of e-content and other electronic platforms/services provided by public libraries, so it is of no surprise that check-outs of e-books, e-audiobooks, videos, and magazines rose over 20 percent during the pandemic. A comment from the online survey that indicates a customer usage pattern of electronic collections more common after the pandemic is presented at right.

“I used the physical library much more before the pandemic, now I mostly use Overdrive and Hoopla. I have access to other libraries in other states thanks to other family members that don't use their services and allow me to use their card. My access with Seminole county is the saddest access.”

Library Collections Analysis

825.75 million books were sold in the United States in 2021, up 8.9% from 2020.¹ It is estimated that less than 17% of those books are available in digital format. It is no wonder that transacting in books, either in print or electronic formats, is the basic staple of the modern public library. Seminole County is no different.

Size of Collection. Since the facilities of SCPL were originally constructed 1986, no space has been added to any of the buildings. However, the Library system's collection have grown steadily over the past 35 years. For comparison, in the 30 years from 1990 to 2020 the U.S. Census indicates Seminole County's population has increased by 183,327 people, or 63.8%.

Per the Peer Library Analysis in Section 3 of this Report (FY2018-2019 statistics), SCPL had 1.96 total collection items per capita (print + electronic), compared to:

- 1.44 Florida public library average.
- 2.00 is the minimum Florida standard for populations of more than 25,000 people, as mandated by *Florida Public Library Outcomes & Standards*.
- 2.36 Peer average.

SCPL's print-on-paper book collection was larger than the Peer average, at 1.13 vis-a-vis 0.95 items per capita. The Library's eBook collection was smaller in total numbers, 363,363 versus the 382,000 Peer average, as Orange, Lee, and Volusia Counties all had at least 170,000 more electronic items than Seminole.

The limited capacity for collection growth at the four Branch Libraries has suppressed the number of collection items per capita systemwide.

Collection Distribution

collection/branch	Central	East	North	Northwest	West	Totals
Book items	153,318	78,742	62,267	79,029	73,462	446,818
Audio-Visual items	7,234	5,031	2,964	5,300	5,477	26,006
Leased book items	2,509	2,509	1,944	2,376	1,850	11,188
Paperbacks ^a	2,512	1,996	1,014	886	1,115	7,523
Electronic items ^b						103,172
Totals	165,573	88,278	68,189 ^c	87,591	81,904	594,707

Notes:

^aUncatalogued.

^bHoused in cyberspace, not any one physical location.

^cDespite the North Branch being slightly larger in square footage than the other three Branches, its smaller collection may be due to its interior configuration of spaces being unique to the SCPL system.

¹ U.S. print book sales 2021 | Statista

Section 6: Assessment of Existing Conditions

Age of Collections. It is important that a public library's collections be current and relevant to its community. The *Florida Public Library Outcomes & Standards* on Currency of Materials mandate that ' . . . Library leadership should annually delete at least 5% of the total number of items available at the start of the fiscal year and add a percentage each year to achieve desired levels.' Consultant spot checks of SCPL collections at various locations indicated most items were generally current, though overcrowded shelves suggest less than five percent are removed from the collection annually.

Composition of Collection. Trends toward access to electronic collections from third-party providers have had a shrinking effect on public library print collections. Recently, this trend is slowing in pace as eBook publishers have raised the costs for acquisition.

The *Florida Public Library Outcomes & Standards* on collection composition mandate that Library leadership is to ' . . . determine the proper amount of printed media (books, periodicals, etc.) and audio and visual media, in various forms (CDs, DVDs, digital formats) to be housed within library facilities.'

The Consultants have not found many public library systems the size of Seminole County that hold leased books in their collections. In the experience of the Consultants, leasing versus owning books does yield a significant savings, as the staff time involved in returning books to the lessor offsets the cost difference. One advantage about leasing is it keeps the collection from getting too big for the shelving – unless SCPL were to eventually buy leased books at a reduced price.

While paperbacks meet a need for a segment of library users, they typically need to be replaced more frequently than hardcover books and cannot be as easily repaired. The cost to keep track of what are potentially disposable assets might outweigh their value, hence they are not catalogued. The FY2020 budget for collections was \$230,955. In FY2021, it was \$233,280 as well as in FY2022. As prices increase annually, this could mean that SCPL is purchasing fewer books unless there is a big shift to more paperbacks, which would be a mistake in the opinion of the Consultants, as paperback books are not as durable as hardcovers.

Collection Composition

<i>collection</i>	<i>totals</i>	<i>% of total</i>
Books/print items	446,818	75.1%
Audio-visual items	26,006	4.4%
Leased book items	11,188	1.9%
Paperbacks	7,523	1.3%
Electronic items	103,172	17.3%
Totals	594,707	100.0%

Section 6: Assessment of Existing Conditions

World Language Collections. Census data from Section 4 of this Report indicated 23.4% of persons aged five years or older spoke a language other than English at home in Seminole County in 2019. With about 22.5% of the County's population identifying as Hispanic or Latino, the Consultants surveyed SCPL's foreign language collections. Our visual review revealed that the number of Spanish books in the SCPL collection is not proportional to the number Spanish-speaking residents. The percentage of Spanish language items in the SCPL print collection systemwide is 1.5%.

Over 2,200 respondents surveyed online, or 33.1%, thought it was very important for SCPL to provide books in languages other than English.

Storage of Collection Items. The vast majority of the shelving that SCPL has purchased and deployed to store and display its collections is comprised of modular cantilevered steel units that meet accepted standards for library use. This shelving design is strong, sturdy, and easily reconfigured when needed to be done.

But because SCPL collections have continued to grow in numbers while the facilities that house them have not added any space, the shelving has exceeded its capacity, in terms of shelf space – in some places seeing books stacked on top of other books.

Best practice says 20% of each shelf should be devoid of collections – to facilitate ease of reshelving items that have been returned to the given library.

Strict compliance with the Americans With Disabilities Act (ADA) requires that books be shelved at least 15 inches above the floor and no higher than 48 inches above the floor, in order to be reachable for someone in a wheelchair as illustrated at the bottom right.

Studies have shown that libraries with uncrowded shelves circulate more items because they are easier for customers to find. Books on the lowest and highest shelves do not leave the library as often as books on middle shelves do.²



Photo of overcrowded shelves at the East Branch Library in Oviedo

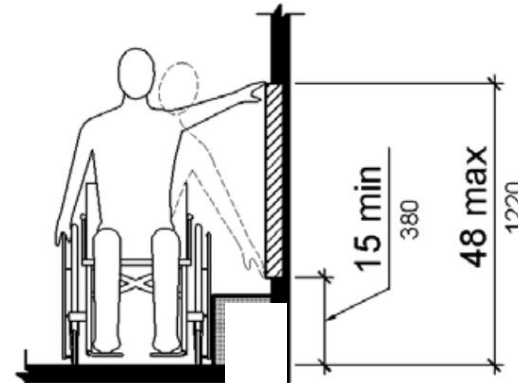


Illustration from ADA Section 308: Reach Ranges

² The highs and lows of physical browsing: How shelf position affects book usage in academic libraries - ScienceDirect

Section 6: Assessment of Existing Conditions

Library Services & Programs Analysis

The online survey results indicated 94.9% of the 6,768 respondents found SCPL services either 'very satisfying' (65.2%) or 'somewhat satisfying' (29.6%). When asked how important the services provided by the Library are, overall, 90.1% of online survey respondents (6,111) stated 'very important.' Online survey respondents also ranked the benefits of the Library as compared to the benefits of other tax-supported services, e.g. schools, parks, roads and 58.4% of 6,774 responses 'at the top of the list' and 35.2% 'in the middle.'

Open Hours. As of August 2022 at each of the five locations, SCPL provided 64 hours open weekly. Comparisons with other average hours open included:

- The Peer group, 60.7 hours per week.
- All Florida public libraries, 54.0.
- National public libraries, 42.3.

SCPL was open a total of 16,045 hours annually over the five locations, compared with the Peer average of 28,954 hours. One advantage SCPL's service hours provide for customer convenience is consistent opening and closing times for multiple days of the week at all locations – considered a public library best practice – with the same opening hour every day except Sundays.

Service Strengths. From the observations of the Consultants, SCPL's strengths lie in the organization's overall dedication to providing helpful public library service to all who seek it, specifically, a good and somewhat diverse collection and very good services for children and their caregivers.

The online survey indicated SCPL's strengths in the opinions of its customers. In ranking services that Library customers used during the past year, respondents were asked to check all on the list that applied to them. The top seven results are listed at right.

Use of curbside pick-up and lending lockers were also cited, but at five percent or less of the total responses.

Ranking of Services

- 1 Check out books or other print items: 5,237 responses, 77.4% of the total.
- 2 Search the Library's catalog: 3,756 responses, 55.5% (3,756, 55.5%).
- 3 Consult a Librarian: (3,249, 48.0%).
- 4 Check out digital content: (2,998, 44.3%).
- 5 Check out audio-visual items: (1,319, 19.5%).
- 6 Attend a program at the Library: (953, 14.1%).
- 7 Use Library computers: 876 responses, 12.9% of the total.

Section 6: Assessment of Existing Conditions

In ranking a list of services that the Library provided, regardless of past use, respondents were asked whether each service was very important, somewhat important, slightly important, or not at all important. Highlights of these results, listed from highest total percentage of responses to lesser percentages, are presented in the righthand column.

Service Weaknesses. The Consultants do not agree that the opposite of strength is weakness, but rather, we prefer ‘opportunity’ as a counterpoint. There is always room for improvement at any public library, including in Seminole County. The improvements that 6,668 survey respondents would you like to see at SCPL, in number of responses and their percentages, include:

- More eBooks, eAudiobooks, or other digital content (3,086, 46.3%).
- More books (3,045, 45.7%).
- Maintaining existing library facilities (2,906, 43.6%).
- More classes and/or programs for adults (2,320, 34.8%).
- More activities for children (1,865, 28.0%).
- More audiobooks and DVDs (1,313, 19.7%).
- More activities for teenagers (1,294, 19.4%).
- Open more hours (1,258, 18.9%).
- Build new Library facilities (978, 14.7%).
- More computers, software, printers/scanners, and technology (974, 14.6%).
- Services not currently offered (723, 10.8%).
- Do not know (388, 5.8%).

“Maintaining existing library facilities,” with 2,906 responses, outpaced “build new Library facilities” with 978 responses – a three-to-one ratio.

Comparing SCPL with other modern public library systems, the Library does well in serving children and adults, but the Consultants see potential improvements in serving Teens and Tweens. As discussed on the following pages, current Teen services are impacted by a lack of staff and a lack of space – both in quantity and quality. There is also potential room for improvement in serving customers for whom English is not their primary language. Specific gaps in service are outlined in detail in Section 7 of this Report.

<i>Importance of Services services provided</i>	<i>importance</i>		<i>total</i>	
	<i>very</i>	<i>somewhat</i>	<i>slightly</i>	<i>percentage</i>
Books/other items to borrow	93.9%	3.9%	0.9%	98.7%
Library access from home	74.7%	15.9%	4.7%	95.3%
Classes/programs for adults	40.5%	31.3%	15.6%	87.4%
Computers/online services	53.9%	20.5%	11.5%	85.9%
Learning activities for kids	62.5%	14.2%	6.8%	83.5%
Activities/programs for teens	46.7%	24.7%	11.3%	82.7%
Equipment for the impaired	55.5%	18.6%	8.4%	82.5%

Section 6: Assessment of Existing Conditions

Library Space Analysis

Traditionally, the amount of space housed in public libraries has been assessed on a square foot per capita basis, as in gross terms, the need for library services is proportional to the population served.

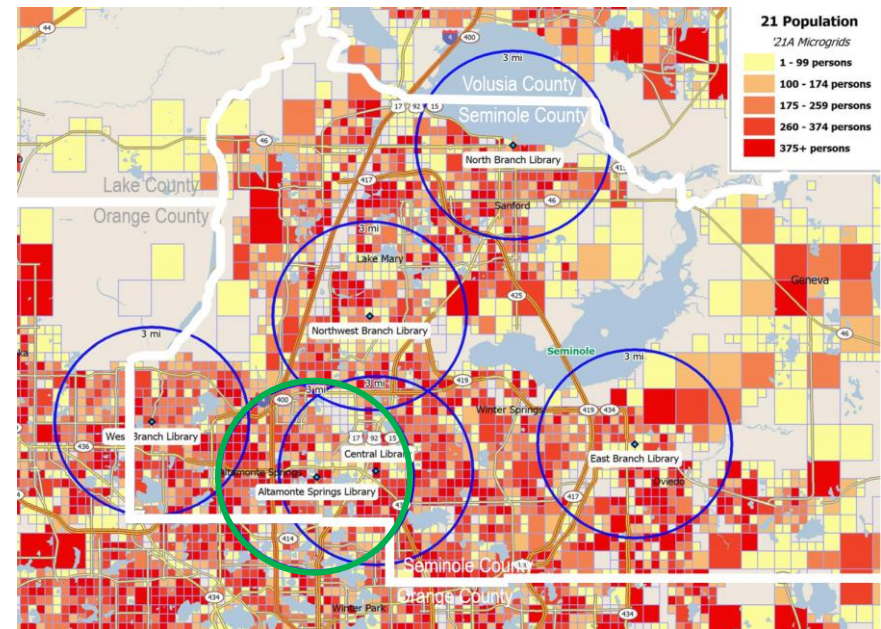
Number of Facilities. At the time of the Consultant assessment, SCPL operated five full-service library buildings with a population density of 1,530.6 persons per square mile of land area, which compares to its peers who average 10.38 facilities for a population density of 613.5. In analyzing the number of facilities per 100 square miles of land, Seminole County has 1.62, compared to the peer average of 1.34, showing the fact that Seminole County is one of the smallest counties in Florida in terms of land area works in your favor. Conversely, in number of facilities per 100,000 population, SCPL has 1.06 versus the peer average of 2.65.

Types of Facilities. At under 13,000 square feet each, SCPL operates four full-service Neighborhood Libraries (East, North, Northwest, and West Branches), per the modern public library planning and design guidelines established in Appendix 2 of this Report. At over 48,000 square feet, the Central Library would be classified as a full-service Regional Library, except for its housing of the Library system's administrative and support functions. Per the modern library guidelines in Appendix 2, Community Libraries range in size from 16,000 to 34,999 square feet, supporting populations ranging from 26,667 to 58,333 at the minimum Florida Public Library standard of 0.60 square feet per capita (i.e., $16,000 \text{ square feet} \div 26,667 \text{ people} = 0.60 \text{ square feet per capita}$. Similarly, $34,999 \div 58,333 = 0.60$).

Facility Locations. Current SCPL facility locations are the same as when the library system was formed in the mid-1980's. Online survey results showed customer preferences for the locations they visited, including multiple choices if applicable, as tabulated above right. These preferences are supported by the number of visits and check-out transactions recorded by SCPL at each location, as noted earlier in this Section under the heading of Library Usage.

Mapping the five SCPL locations within Seminole County boundaries reveals the geographic relationships between libraries. The map at right encircles each SCPL facility, plus the City-operated Altamonte Springs Library (see the green circle), with a three-mile diameter ring to indicate the distances between libraries. The map delineates County neighborhoods outside the three-mile rings as areas without convenient library service. Conversely, there is minimal overlapping of those rings, therefore, limited redundancy in geographic coverage.

Preferred Facility library	location city	city population	number of responses	percent of total
Central Library	Casselberry	28,794	2,435	35.2%
East Branch	Oviedo	40,059	2,113	30.7%
Northwest Branch	Lake Mary	16,798	1,729	25.1%
West Branch	Longwood	15,087	1,247	18.1%
North Branch	Sanford	61,051	976	14.2%



Map of the most densely populated portions of Seminole County

Section 6: Assessment of Existing Conditions

Site Size. The Consultants analyzed the five existing sites where SCPL facilities are currently located, looking at the available land for potential building and parking expansion. The two tables in the righthand column analyze the current amount of square footage on each site and the number of current on-site parking spaces at each location, respectively.

Also of note, four of the five existing sites (excepting the North Branch Library) have designated storm water retention ponds, which reduce the amount of surplus site area available for future expansion.

As previously demonstrated in this Section, usage at the East Library is significantly higher than the other Branch Libraries and SCPL staff have observed numerous occasions when the 49 on-site parking stalls at East were not sufficient for the number of Library customers at the given hour.

Facility Size & Function. The SCPL system totals 97,458 square feet, or 0.21 square feet per capita based on 2020 U.S. Census population of 470,856. SCPL compares with FY2018-2019 statistics as follows:

- 0.48 square feet per capita Florida average.
- 0.52 square feet per capita Peer average.
- 0.60 square feet per capita is the minimum State standard.

As system headquarters, the Central Library houses the administrative and support functions of SCPL – managing all of the Branch Libraries, processing new books into the Branches, purchasing supplies and equipment, providing Information Technology support, etc. The Central Library is 48,708 square feet.

Three of the Branch Libraries measure 12,092 square feet (East, Northwest, and West). The North Branch is slightly larger, at 12,474 square feet. The layout of the four existing Branch Libraries are basically the same – as three of the four have identical floor plans – all in one-story structures. The typical Branch Library floor layout includes three major zones:

- **Entrance Lobby/Meeting Room/Public Restrooms Zone**, designed to allow the meeting room to be available for use after regular Library hours.
- **Public Service Zone**, containing all of the basic Library collections, seating, computers, and service points in one large open space.
- **Staff Work Zone**, housing back-of-house support spaces.

The diagram at right shows these zones in the Branch Libraries.

location	Site Square Footage ^d		existing building footprint	required size per standards	site size surplus/shortfall
	existing site size	existing building size			
Central	207,346	48,708	24,496	97,984	109,362
East	251,341	12,092	12,092	48,368	202,973
North	36,346	12,474	12,474	49,896	-13,550
Northwest	125,888	12,092	12,092	48,368	77,520
West	143,748	12,092	12,092	48,368	95,380
TOTALS	764,670	97,458	73,246	292,984	471,686

Notes: ^d All figures in this table are in units of square feet.

location	On-Site Parking		existing parking spaces	minimum required ^e parking	parking surplus/shortfall
	site square feet	building square feet			
Central	207,346	48,708	122	139	-17
East	251,341	12,092	49	35	14
North	36,346	12,474	7	36	-29
Northwest	125,888	12,092	71	35	36
West	143,748	12,092	50	35	15
TOTALS	764,670	97,458	299	280	19

Notes: ^e per Consultant-generated Parking Standards in Appendix 2.4.

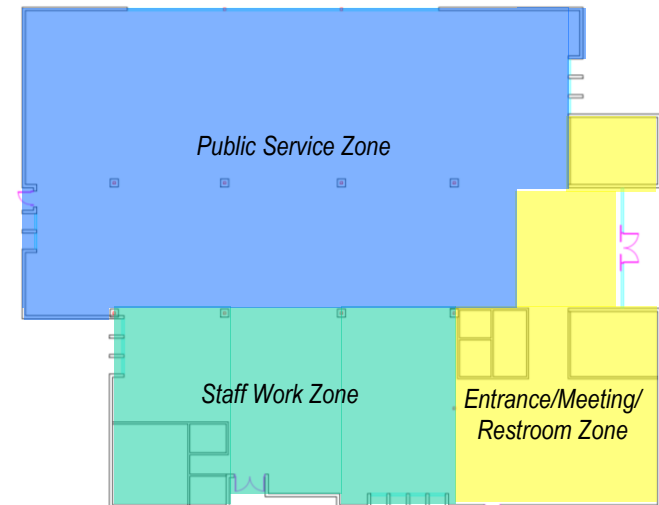


Diagram of the typical Branch Library floor plan

Section 6: Assessment of Existing Conditions

The design with open space in the Public Service Zone of the four Branch Libraries supports ease of supervision of the public by staff, enhancing operational efficiencies. However, the construction of the four Branch Libraries is not conducive to expansion in ways that would extend the ease of supervision and operational efficiencies. The perimeter walls are all load-bearing and support the sloped roof around the exterior – making them difficult to remove without extensive structural modifications.

Facility Operations. One of the most important aspects of any public library's functionality is its cost to operate. Taxpayers fund SCPL, so library expenditures are often scrutinized – by government, the media, the public, and Consultants. The Consultants analyzed the operational cost of each SCPL facility.

Facility Condition. In December of 2021, the Consultants conducted Property Condition Assessments (PCAs) of each SCPL facility and site, in order to determine the condition of the various on-site components. Our observations and resulting reporting are intended to be reasonable assessments of existing conditions, not a guarantee of the performance of any building components or systems. The findings of these PCAs were not based on comprehensive engineering studies, as no destructive testing was performed to observe the underlying conditions. No structural deficiencies were observed during these five assessments.

Remedial Cost Assessments. The Consultants estimated the costs to address repairs and prioritized maintenance at each SCPL facility. The costs cited in this Report do not include the entire replacement of the existing metal roofing at East, North, Northwest, and West Branches, as previously budgeted for by Seminole County.

Identified costs typically included repairs and maintenance of parking lots, repairing existing windows, painting building exteriors and interiors, replacing existing carpet with carpet tiles, heating/cooling system repairs and maintenance, plumbing system repairs and improvements, electrical system repairs and maintenance, retrofitting existing lighting with LED lamps, upgrading fire/life safety systems, and addressing disabled/accessibility deficiencies. The Central Library also includes a budget to modernize the two 2-stop hydraulic elevators.

The single most costly line item was to budget for replacing the original fire alarm systems with new addressable systems that include fire strobe lights throughout all five facilities, including coverage in restrooms and work areas.

Operational Costs facility	square feet (SF)	operations cost FY2021	operational cost in \$/SF^f	\$/SF/weekly hour open^g
Central ^h	35,327	\$1,440,323	\$40.77	\$0.64
East	12,092	\$871,725	\$72.09	\$1.13
North	12,474	\$968,297	\$77.63	\$1.21
Northwest	12,092	\$914,028	\$75.59	\$1.18
West	12,092	\$928,227	\$76.76	\$1.20
System Support ^h	13,381	\$1,258,028	\$94.02	\$1.47
TOTALS	97,458	\$6,380,628	\$65.47	\$1.02

Notes: ^f Annual cost per square foot. ^g Based on 64 hours per week open.

^h Square footage for public services space is differentiated from support space.

Remedial Costs facility	square feet (SF)	remedial costⁱ	cost \$/SF
Central	48,708	\$957,293	\$19.65
East	12,092	\$217,613	\$18.00
North	12,474	\$193,001	\$15.47
Northwest	12,092	\$206,971	\$17.12
West	12,092	\$299,041	\$24.73
TOTALS	97,458	\$1,873,919	\$19.23

Notes: ⁱ Remedial costs are estimated in 2022 dollars.

Section 6: Assessment of Existing Conditions

Library Technology Analysis

Since widespread adoption of the personal computer, library customers have come to expect their public libraries to deploy the same technologies they have at their homes and their workplaces. With such a backdrop, the Consultants assessed the use of modern technology in each SCPL facility and via the Peer Library analysis of in FY2018-2019 statistics.

Public Computers. SCPL provided 0.19 public computers per 1,000 population, which compares as follows:

- 0.78 per 1,000 was the Peer average.
- 0.83 per 1,000 was the Florida average.
- 1.00 per 1,000 is the minimum Florida Standard.

Wi-Fi Access for Customers. All five SCPL facilities provide wireless Internet access with good coverage over most areas of each facility that the Consultants spot-checked. The number of electronic users (104,254) was below the peer average of (316,769).

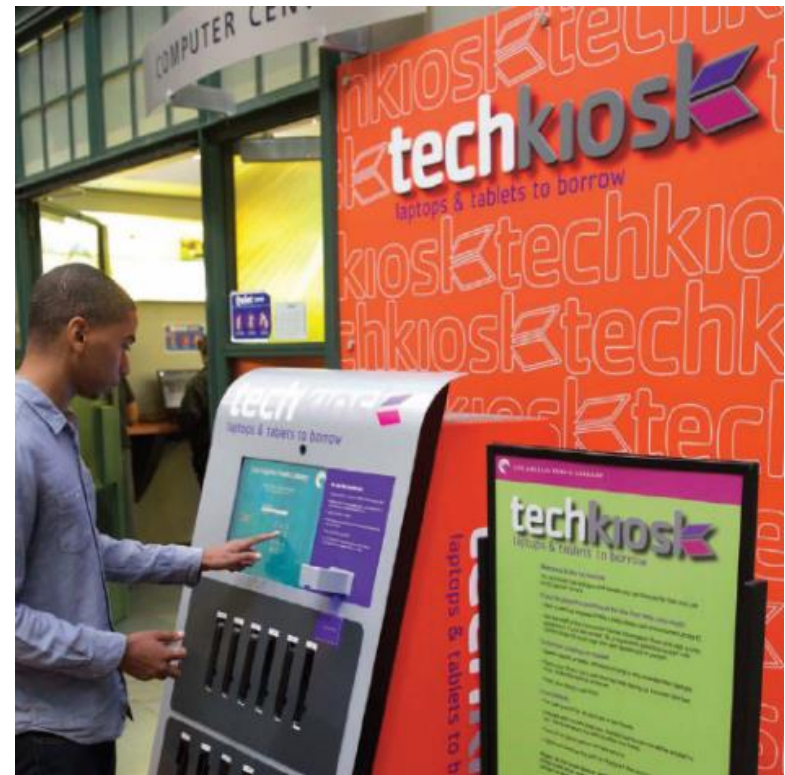
Annual Website Visits. SCPL had 5,183,798 visits to the Library webpage, well above the peer average of 3,356,360.

Technology Instruction. SCPL significantly surpassed its peers in the number of users receiving technology instruction at 582,247 annually, or four times the peer average – and in Internet safety education programs offered (1,502 students completed the course – six times as many as the peer average).

Other modern library technology applications that have been in use for many years in other public libraries were **not found** in SCPL facilities. The applications missing included:

- Inventory control technology.
- Automated processes such as materials handling and meeting room reservation systems.
- Customer self-service applications.
- Technology that supports collaborative work, research, and study.
- Laptop computers, tablets, and Internet hotspots for loan to customers.

SCPL was in the early days of initiating customer self-check-out stations at each library when the pandemic took hold. Specific gaps in technology are outlined in more detail in Section 7 of this Report.



Example of a modern library technology application, a self-service laptop computer & tablet dispenser for in-library or take home use

Section 6: Assessment of Existing Conditions

Library Staffing Analysis

In most service businesses, personnel are a key resource. For public library service provision, the quality of the personnel is as important as the quantity of employees. The Consultants assessed both quality and quantity of SCPL's staff.

Qualities of Personnel. Of the 6,769 online survey responses 3,249, or 48.0% said that during the past year the library services they used was 'consulted a librarian.' Comments from the online survey indicated an almost universal appreciation of SCPL personnel. Words mentioned in the 1,800+/- comments at the end of the survey responses included:

- "Helpful" 98 mentioned times.
- "Friendly" 64 mentioned times and "Pleasant" 1 cited 6 times.
- "Knowledgeable" 31 times.
- "Courteous" 6 times.

Quantities of Personnel. The Consultants analyzed the number of SCPL employees in terms of full-time equivalent (FTE) positions. SCPL totaled 0.16 FTE per 1,000 population in FY2018-2019, which compares as follows:

- 0.30 per 1,000 is the minimum Florida standard.
- 0.33 per 1,000 was the Peer average.
- 0.38 per 1,000 was the Florida average.
- 0.45 per 1,000 was the national average.

Statewide public library standards require that a portion of library personnel have earned the college degree of Master of Library Science (MLS) to be considered a professional Librarian, trained to deliver relevant public library service. SCPL totaled 0.06 MLS per 1,000 population in FY2018-2019 compares with:

- 0.06 per 1,000 was the Peer average.
- 0.06 per 1,000 is the minimum Florida standard.
- 0.08 per 1,000 was the Florida average.
- 0.11 per 1,000 was the national average.

Organization. The Consultants analyzed current SCPL organization charts. Administrative span of control is broader than we typically see in a public library system of SCPL's size. Administrative personnel are tasked with multiple assignments. As examples, Branch Managers are tasked with managing two locations, there is no designated individual to oversee facilities issues or no one overseeing information technology development and implementation.

"I appreciate that we have nice library workers & convenient libraries. . . ."

"I appreciated the dedication and collaboration to all the staff (at the) library. They are kind & attentive."

". . . Thank you ladies who work at West Branch are delightful."

"Librarians are very helpful & pleasant. . . . Thank you for seeking public input."

"The staff has always been knowledgable (sic) and friendly . . ."

". . . The librarians & volunteers have always gone above & beyond in all my interactions with them. . ."

"Excellent customer service, always professional & cheerful attitude."

"All of the librarians here are wonderful!"

"I want to know the library staff are being competitively compensated, and not facing burnout that's rampant in nonprofit service industries. Librarians are REQUIRED to have a graduate degree & often don't get the pay or benefits equivalent to their expertise. Offering things as an EAP, management training, or wellness programs to benefit them would be a good use of tax dollars. Librarians & library workers are so important and do so much for our community. Let's value them accordingly!"

Section 6: Assessment of Existing Conditions

Library Budget Analysis

Expenditures. The SCPL budget for FY2021-2022 was \$6,430,629. As a percentage of total County budget, SCPL has recently accounted for 2.21%. National averages indicate that municipal and county public libraries comprise about five percent of their government's budget, or over twice that of Seminole County.

SCPL expenditures equated to \$13.96 per capita in FY2018/2019, compared with:

- \$27.87 as the published Florida Standard for FY2010/2011.
- \$28.89 was the Florida average in FY2018/2019.
- \$38.85 was the Peer average in FY2018/2019.

Revenue Streams. SCPL's revenue comes largely from local government sources (Seminole County) at 97.02% – compared with a peer average of 94.44%. SCPL garners 0.57% from other (non-governmental) sources – in contrast to the peer average of 2.95%.

Public Opinion. When online survey respondents were asked if they would you be in favor of a tax increase for improved public library services and/or more or larger facilities 37.7% replied 'yes' and 40.9% replied it 'depends.' The Consultants failed to ask a follow-up question 'it depends on what?' however, in previous locales, the answer has typically been "it depends on the details." Some insight can be gleaned from a sample of comments from survey respondents quoted here:

Question 18 from the online survey asked for general comments from respondents. Responses that specifically cited the use of tax dollars to fund library services totaled 49, with these comments characterized by the Consultants as falling under three major headings:

- In favor of increased tax funding for libraries (16 comments).
- Generally supportive of current funding for libraries but somewhat neutral or non-committal on increased tax funding (24 comments).
- Opposed to increased tax funding for libraries (9 comments).

The following pages present excerpts from the online survey, Question 18. All comments are quoted verbatim. The number preceding each comment indicates the chronological order of the response as published in the final survey results.

9

*“ESSENTIAL adjective:
of the utmost importance; basic, indispensable, necessary.
OUR LIBRARIES ARE ESSENTIAL.”*

1784

“I love my library, greatest use of my tax dollars!”

1186

“If you change a library don't rebuild it, transform it, upgrade what you have but no new building at a new location. That's tax money badly place(d).”

Section 6: Assessment of Existing Conditions

For Increased Tax Funding

1075 "I am happy to pay more taxes for a better library. I have lived in several towns with better libraries than Seminole County. I'd use it more if it had first-run audiobooks that you didn't have to wait months to get or weren't there at all."

1147 "Would love to see a "library of things" as well as inter-library loan services. I know this costs money and would gladly pay more in taxes for it."

1290 "I love the library and think it needs more taxpayer support to improve facilities, purchase more books, e-books, and databases (especially periodical databases), and ILL services. These are expensive, but valuable."

1333 "I'm continually impressed by how much librarians are able to accomplish with so few resources. We definitely need a library tax to improve facilities, buy more books, raise salaries for staff, and make our library system world class."

1514 "I've mostly been using the Seminole County Library this past year for reading eBooks and using the 3D printer. However, I'm currently still using a library card from the Los Angeles County system to access their large selection of eBooks, since I moved back from there recently and my LA library card hasn't expired yet. Once my LA card expires, I'm debating paying for an Orange County card so I'll still have access to the resources of a larger library system in addition to the local resources in Seminole County. I'd be happy to pay higher taxes to give Seminole County more funding for more eBooks and resources, though! It'd be easier than paying for an Orange County card. (Ha!)"

1672 "Our family has used the library since we moved here in 1979. I would like to see our library system on the same level as Orange County. If that means a tax increase so be it."

1715 "The previous library I used was in San Diego, CA. I've been going to the Casselberry location since I was 4. I remember getting my first card. I was very excited when my son was 4 and took him for his first card at the same branch. I have many memories there and have been building memories with my son there. We utilize the library every week. It's great, but things can always be improved. I've appreciated the librarians there that have helped me hundreds of times since I was a child. The day this branch closes will be painful for me. I'd happily pay more taxes to keep it funded. It's a vital public resource. Especially with homeschooling."

120

"Libraries are our last bastion of free and public information. It is imperative that we keep them relevant and accessible. I would be happy to support a tax increase that goes directly to the library as long as it augments, not replaces, their current budget."

1266

"Seminole County needs to have a separate library tax, not be funded out of parks and recreation or whatever is currently used. The libraries here are too small and completely underfunded."

1493

". . . My old library has a wide selection of audio books, music, and movies available both on Hoopla, Overdrive, and Kanopy. It is an amazing service and I don't know what they charge library systems, but it was amazing! P.S. Our former Library was Cincinnati & Hamilton County Public Library (<https://cincinnati.library.org/>). They were just AMAZING. Thank you VERY MUCH for taking the time to ask our opinion. I really would favor a tax increase to modernize our Seminole County Library System!"

1780

"LIBRARIES ARE BEACONS OF HOPE, DREAMS AND DEMOCRACY. Tax me all you can as I will willingly part with my money for these vital services."

Section 6: Assessment of Existing Conditions

Somewhat Neutral on Increased Tax Funding

3 “While I do not advocate for a permanent tax increase to pay for library improvements, I do not reject a temporary increase to offset those costs. The library must grow to stay relevant. Also, a minimum of (2) EV chargers should be available at every branch, with a portion of the proceeds to go directly to the library, NOT the general fund for Seminole County Government.”

155 “Been member of Sanford Public Library since . . . it was subsumed into SemCoPubLib. Overall, services provided worth the tax monies expended - more so than any other tax-payer supported activity or insitution (sic). . . .”

665 “Love our library! Best investment of tax dollars!”

796 “In Kentucky Fayette County, they have amazing libraries because they’re tax-assisted. Love Libraries!!!”

943 “Item 6 - If current facilities cannot be efficiently maintained, then I favor replacement. Item 9 - I consider the library to be of equal importance as schools, roads, and other essential services. Item 10 - I would favor a tax increase if needed to maintain the existing library system in our community. I would need more information to justify a tax increase to expand the current system.”

971 “The builders/developers who make tons of money from building homes, condos, apartment buildings need to pay a Library impact fee just like they do for other city/county/state services. It’s crucial to children, teenagers, the elderly that they have a fun, SAFE place to go. If you want well educated citizens who can pay taxes, do not underestimate the importance of a library to the community. In-person renewal.”

982 “I love the library! Best use of our tax dollars. I prefer reading before bed and definitely want a real book to hold, not some e-book thing.”

1172 “The library is a wonderful resource and well worth the taxpayers money.”

1590 “When I moved to Seminole Co, we used the Orange Co library system. It is supported by property taxes. We have great libraries and employees the services just need to be more accessible to those not living near the Library branches.”

1731 “Orange County Public Library has a (far)superior eBook & eAudiobook selection. For the size of Seminole County & the annual taxes collected our library system is quite pitiful.”

177

“I feel library is one of the best use of 100s or 1000s of tax dollars I have paid. Libraries build better person better community & better country. Access to library is one of the most cherished privileges that I admire in this country. The staff is amazing & they are always very helpful & considerate. I cannot ask for a better library & the staff. If I ever have to move to a diff. location, I will miss "my library" & the super awesome staff at the Longwood library.”

412

“The library I frequent in Lake Mary is very efficiently run for the services I've used. The employees are always pleasant and the facility is a welcoming environment. Very appreciative that some of our tax dollars in Seminole County are being spent for leisure activities.”

516

“Schools and libraries are definitely at the top of my list for a good use of my taxes. Without access to free books and technology, life would be that much harder for underprivileged children.”

750

“My granddaughters are 17 and my daughter, who is Masters prepared, all use the library frequently. Their services and books are mediocre. However, I would rather not pay much more in taxes, as I am elderly. But, I enjoy reading my books in SPANISH, as that is my primary language. Thank you.”

Opposed to Increased Tax Funding

282 “don't raise my taxes!”

324 “No new taxes, please.”

1190 “The reason I would not be in favor of a tax increase is because – one this question is phrased poorly – but also, I believe the county should reallocate funds. Police Dept and Fire Dept are constantly getting the most expensive new vehicles and equipment. Additionally, there's inappropriate spending in other departments too. Instead of getting taxed more – which let's be honest, they'll find a way to take that away from the libraries eventually. We should be advocating for reconsidering the county budget.”

1518 “Present state of affairs does not allow for more taxes—inflation, high gas prices, international unrest. Our fixed income won't allow encouraging higher than those forced on us.”

1810 “I used to live in Orange County and did not appreciate how the primary focus became video and video game rental. I like that Seminole County is more focused on books. I don't want to pay extra taxes for fancy buildings or video game rentals.”

569

“The County should constantly strive to improve the library by making it both more enticing (kid's programs, adult education, etc.,) and more accessible. (operating hours, digital access, book delivery, etc.) I think Seminole has done an excellent job with the library. I do not think a tax increase would be acceptable at the moment, though as the US is most likely on the brink of a very bad recession and adding to the living costs of the people of Seminole County is a very bad idea at the moment.

Section 7:

Gap Analysis

With the bulk of the research and analysis completed for this Long Range Master Plan for the Seminole County Public Library (SCPL) system, the Consultants were in the position to summarize gaps in library service that were revealed over the course of the master planning process. In this Section, the Consultants have distilled previous research into a cohesive synopsis of community needs that SCPL can be positioned to meet, if given the proper resources. These findings of importance/particular value to the community will establish the foundation for Consultant recommendations in Section 9 of this Report. The goal should be to make Seminole County the best place it can be – by helping the SCPL become the best public library it can be.

But before problems can be solved, they must be stated completely and concisely. Documented by the Consultants on a macro scale are the gaps the SCPL system experiences between current Seminole conditions and minimum State standards, peer community levels of services, and/or documented community needs and desires. This Section attempts to isolate specific gaps in library service that can address macro-scale deficiencies while targeting specific shortfalls inherent in the current library system configuration. The intent is to identify and define problems so goals can be established to address these deficiencies.

Increasingly, good library service delivery is predicated upon how well libraries combine their resources, services, space, expertise, and outreach efforts to meet and resolve community challenges in the areas of early childhood and lifelong education, workforce development, small business engagement, and other articulated community needs.

Seminole County Public Library Customer Base. Indeed, the wishes of the SCPL customer base documented in Section 6 show that the demand for library service in Seminole County is higher than the Florida or national average, as indicated by the high percentage of library cardholders and the exceptional response to the online survey administered to gather data for this Master Plan.

Online survey responses also collected anecdotal evidence as to customer attitudes about how library service in Seminole County compares to other locales – in Florida and beyond. While SCPL staff received glowing reviews about their efforts to serve the public, the offerings of services and facilities in the County did not grade out as well. SCPL competes with other public libraries in attracting human capital to live and work the County so quality of life issues matter.

In this Section of the final Library Services Master Plan Report, the Consultants seek to quantify key library planning metrics that will serve as guidelines for the future development of – and improvements to – the SCPL system. Using a data-driven methodology, the Consultants have categorized the observed gaps under these four headings:

- **Gaps in Standards Compliance** as stipulated by Florida law and/or codified in State Library Standards – *What specific shortfalls need to be addressed?*
- **Gaps in Service Offerings**, either as a result of standards non-compliance or otherwise based on SCPL customer feedback and/or industry best practices – *What hasn't the Library been able to provide? And why not, beyond Covid?*
- **Gaps in Geographic Coverage**, in terms of the number of library facilities within the SCPL system, their locations, and ease of access for County residents – *How might the configuration of libraries most efficiently serve the County for decades to come?*
- **Gaps in Service Delivery**, as a direct result of the gaps identified above – *What elements of the SCPL operation need to be reviewed, reconsidered, added, improved, etc.?*

This approach is intended to provide focused guidance for SCPL as an institution that has contributed to the exceptional quality of life in Seminole County and should strive to continue to do so for the next 20 years. Collectively, goals that address these gaps may take more than 20 years to achieve, but that will happen step-by-step.

Section 7: Gap Analysis

Gaps in Standards Compliance

The Consultants first sought to gauge Seminole County versus quantifiable Florida state public library standards, some of which are statutory. Demographics – population size, sex, race, language spoken, education, housing, and economic condition – are important indicators in planning for library services and facilities. Population size is a key demographic that forms the basis for the Florida Library Association’s (FLA) Public Library Standards, as the demand for public library service is proportional to the number of people served.

Gauging Compliance. Key statistics used in public library planning national quantify facilities, technology, book and media collections, budget, and personnel requirements. Minimum metrics from the *Florida Library Association Standards for Florida Public Libraries 2004, 2006 Revision, Standard 52 updated April 2013* were applied to SCPL performance statistics from the most recent pre-pandemic fiscal year (FY2018-2019) to calculate any deficiencies, as tabulated at right. These five Level of Service (LOS) Standards synopsise most any public library in the United States.

The mathematical results, in terms of percentage of compliance, corroborate findings that the Consultants documented in Section 6: Assessment of Existing Conditions of this Master Plan Report. Summarizing these results, SCPL is close to complying with the minimum standard for collection size but is only half way to reaching the other minimum standards, if that. Certainly, the square footage deficiency of 65 percent impacts all other operational areas of the SCPL system, but to varying degrees.

Quantified Shortfalls. Applying these per capita metrics to future Seminole County population projections quantifies any shortfalls, and thereby, identifies potential gaps to be filled. Based on historic quantities versus standards compliance by 2025, projected shortfalls for each category are quantified as follows:

- Library space in square feet, 303,085 – 98,000 = 205,085 shortfall.
- Number of public computers, 168 – 90 = a shortfall of 78.
- Library collection items, 1,010,284 – 926,338 = 83,946 shortfall.
- Library expenditures, \$14,078,308 – \$6,447,681 = \$7,630,627 shortfall.
- Number of Library staff FTE, 152 – 75 = a shortfall of 77.

The task of doubling or tripling a current level of resources is a tall order, regardless of the resource.

Gaps in Compliance	<i>Seminole County resources^a</i>	<i>minimum Florida standard</i>	<i>percentage of compliance</i>
<i>LOS Standards metric</i>			
Library Space square feet per capita	0.21	0.60	35.0%
Public Computers per 3,000 population	0.57	1.00	57.0%
Library Collections items per capita	1.96	2.00	98.0%
Library Expenditures dollars per capita	\$13.96	\$27.87	50.1%
Library Staff FTE ^b per 1,000 population	0.16	0.30	53.3%

Notes:

^a Based on pre-pandemic quantities from FY2018-2019.

^b full-time equivalents.

Compliance Requirements	<i>2025</i>	<i>2030</i>	<i>2040</i>
<i>metric</i> <i>year:</i>			
Seminole County population	505,142	528,478	565,100
Library square footage at 0.60 square feet per capita	303,085	317,087	339,060
Number of public computers at 1.00 per 3,000 population	168	176	188
Library collection items at 2.00 items per capita	1,010,284	1,056,956	1,130,200
Library expenditures budget at \$27.87 per capita	\$14,078,308	\$14,728,682	\$15,749,337
Library personnel quantities 0.30 FTE per 1,000 population	152	159	170

Section 7: Gap Analysis

Gaps in Service Offerings

SCPL staff have performed well in light of the shortfalls in space and personnel numbers, as evidenced by the overwhelming support documented by almost 7,000 online survey respondents. And while SCPL does a good job of providing basic traditional public library services, space limitations prohibit the Library system from offering a full cadre of modern library services, or even enough of the traditional fare.

Facilities Gaps. Examples of modern amenities found in other public libraries but missing in Seminole County include:

- Group and Quiet Study Rooms seating four to 20 users in individual spaces – one of the most in demand accommodations in public libraries today.
- Adequate space for ADA-compliant shelving to house the ever-expanding library collection of books, media, and peripheral items – as SCPL attempts to keep up with population growth and customer demands.
- Known as the Library of Things, peripheral collections include a wide variety of popular items for loan such as do-it-yourself tools, artwork, pans for baking cakes, photography equipment, seeds to grow plants, etc.
- Makerspaces – facilities to support the creation of content by library users.
- Access to limited library services after normal business hours, in un-staffed but secure space under the library's roof.

Services Gaps. The Consultants recognize how the Covid-19 pandemic has impacted public library service in Seminole County and nationwide. Like almost all public libraries, SCPL had to cut back on service offerings and has yet to fully restore service levels to pre-pandemic levels. Gaps still evident are:

- Programs and classes for adults and teens on par with the quantity and quality of ongoing programming for children at SCPL.
- Outreach beyond the reach of virtual technology and physical library walls.
- Foreign language books, media, and programs in substantial quantities.

Languages other than English are spoken in 23.4% of Seminole County homes, according to 2020 US Census data. The addition of ESL kiosks at each Library is appreciated. However, SCPL has a limited Spanish language collection of books and media, certainly not in proportion to the County population. Comments from a focus group of Spanish-speaking SCPL users indicated a need for current books, more electronic books and audiobooks, and multiple copies for book clubs in Spanish.



Examples of glass-enclosed Group Study Rooms (top) & a recording studio makerspace (bottom)

Section 7: Gap Analysis

Gaps in Geographic Coverage

The time it takes to drive the local street network as opposed to straight line distance is an important distinction in determining how convenient a given Library might be to County residents' homes or businesses. Mapping SCPL cardholder addresses on the County's existing street network created the heat map at right. This heat map shows users clustering around Library locations and helped to define the drive-time service area for each library. It also suggests where future long-term development might occur where there is currently less density.

Drive-Time Service Area Analysis. On average, 75% of customers visit a location that is within a defined drive-time of their residence, delineating service areas for each facility based on cardholder household locations. For this Master Plan, existing Library service areas were determined by a geographic algorithm that calculated the average time to drive the existing street network to each library. The algorithm identified the maximum time, in minutes, library customers drive to a Branch, considering speed limits, road types, road length, and time of day. Calculated drive times range from 10 to 12 minutes, with an 11.2-minute average drive time systemwide (see table above right).

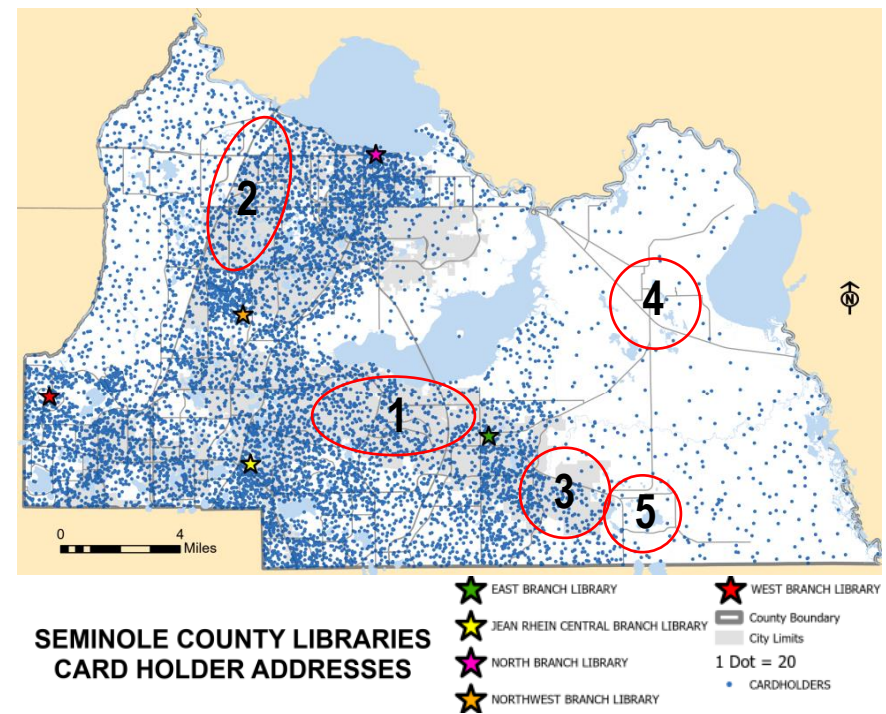
Identifying the driving time to get from home or work to a library reveals a convenience factor of library usage as "voted on" by library cardholders. The definition of service areas is key to verifying the level of convenience for all residents of the County assuring optimal service delivery.

The map indicates geographic areas where some residents live further from libraries than others. From this analysis, the Consultants identified these geographic gaps in library service coverage, suggesting potential locations for an expanded library system of full-service and/or self-service outlets. Keyed to the map at right are gaps located in current municipalities or census-designated places:

- 1 Winter Springs.
- 2 Western Sanford/Heathrow.
- 3 Eastern Oviedo.
- 4 Geneva.
- 5 Chuluota.

The North and West Branch Libraries are located close to a County line boundary, so they do not cover as much of the County as the other Libraries.

Drive Time Service Areas	<i>drive time</i>	<i>average speed</i>
<i>library</i>	<i>in minutes</i>	<i>miles per hour</i>
Central Library in Casselberry	11	26.4
East Branch in Oviedo	11	26.1
North Branch in Sanford	10	27.5
West Branch in Longwood	12	25.6
Northwest Branch in Lake Mary	12	27.0
<i>average drive time:</i>	11.2	26.5



Section 7: Gap Analysis

Closing the Gaps. Analyses of existing Library sites in Section 6 determined there is not enough surplus land to add significant square footage to the SCPL system at existing locations.

So, one method for closing the gap in Library square footage is to add full-service facilities strategically located. Some of the questions that need to be answered:

What is the optimum drive time to a Library service outlet in Seminole County?

Is it better to locate new service outlets in gaps or relocate existing service outlets to the high-density clusters of Library users?

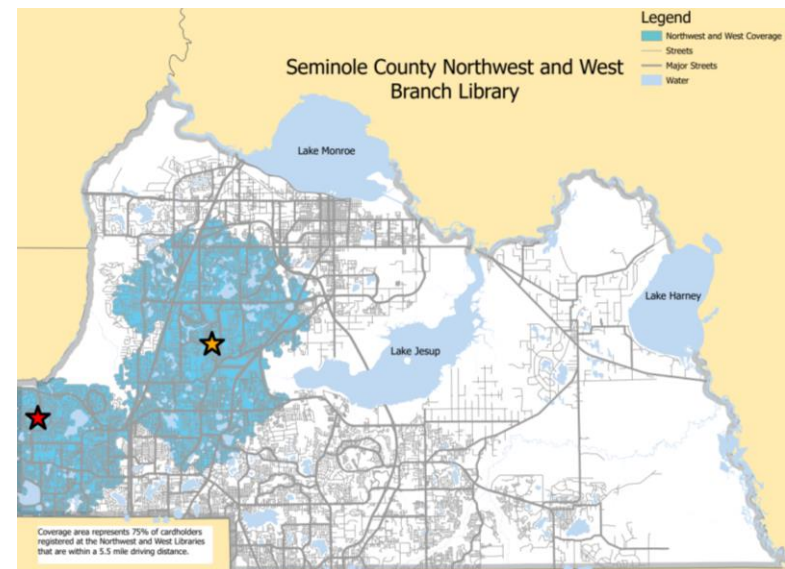
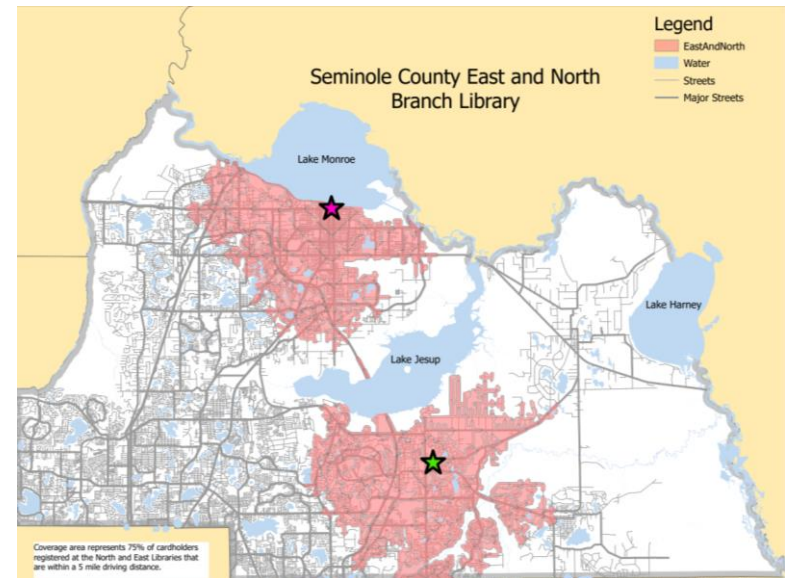
Other factors to consider in locating future Libraries include sustainability and resiliency.

Carbon Footprint. Customer convenience not only translates into more Library use, but if it also reduces drive time, hence, it reduces traffic and the resulting vehicle emissions. Support for alternative means of transportation could entail locating Libraries on mass transit routes, bicycle paths, jogging trails, etc.

Florida Public Library Outcome Standard 28.7 states that 'Library management and staff (should be) proactive in their application of sustainable thinking in the areas of facilities design, operations, technology, curriculum, programming, and partnerships.'

Resiliency Planning. Like any county in Florida, Seminole County must maintain a responsive plan to address hurricanes and other natural or man-made disasters. Several municipalities and counties in the U.S. have designated their public libraries as emergency response centers, as the community at-large is familiar with where libraries are located. Just some of the advantages of using public libraries as emergency centers are:

- Libraries have flexible space, meeting rooms, and technology to support the temporary housing of displaced residents.
- Libraries should be commercial construction designed with an increased factor of safety to withstand hurricane-force winds.
- In Seminole County, SCPL staff are currently trained and tasked with operating emergency centers.



Drive-time service areas for North & East Branch Libraries (top), West & Northwest Branches (bottom)

Section 7: Gap Analysis

Gaps in Service Delivery

While the staff at SCPL get high marks from their public, various comments from employee focus groups conducted by the Consultants indicated that SCPL staff feel stretched thin and overworked at times – a condition corroborated by the comparisons with the staffing levels of Seminole’s peer libraries in Florida, and with State standards.

Staffing Gaps. In the aggregate, the identified gap in staffing levels included a shortage of para-professionals (support personnel who Librarians could delegate tasks to). The Consultants also identified several instances where the span of control at the top of the SCPL organization is being stressed, with key management positions either missing or underrepresented. Gaps in the number and types of personnel and staff-related space include:

- Branch Library Managers are assigned two Libraries, splitting their time and attention between the two locations.
- No one person focuses on important organizational issues related to:
 - Facilities, Sustainability, and Resiliency.
 - Financial Planning and Fundraising.
 - Marketing and Public Relations.
 - Information Technology Planning and Implementation.
- The space shortfall includes staff work space, which is inadequate at all four Branch Libraries.
- One staff-related technology deficiency is a lack of staff workflow automation throughout the SCPL system.

Not only should SCPL bolster its Spanish language collections, but the Library should also strive to employ Spanish-speaking personnel. Signage in both English and Spanish would be ideal. Ideally, Library staff would mirror the ethnic makeup of the community at-large. Indeed, Library collections, programming, and staff should reflect the cultural diversity of the community served and reflect the widest possible range of viewpoints, opinions, and ideas.

Florida Public Library Outcome Standards 10.2 & 16.4 state that ‘Library collections, programming, and staff reflect the cultural diversity of the community served by the library and reflect the widest possible range of viewpoints, opinions, and ideas.’

Technology Gaps. The Consultants found SCPL lacked an updated Technology Plan, hence, the system lacks state-of-the-market technology in several areas of its operations, such as:

- Use of radio frequency identification (RFID) for inventory control, automated sorting systems, and customer self-service applications.
- A web-based automated room reservation system for managing the use of meeting rooms throughout the SCPL system.
- Modern, user-friendly meeting room projection and audio-visual technology.
- Dispensers for laptops, tablets, Internet hot spots, and/or battery packs for in-library or take-home use.
- Mobile printing, check-out, and payment apps for customer self-service.
- Collaborative computer stations for simultaneous use by two or three people.

In addition, SCPL is not making full use of the technology it does deploy, such as:

- Multifunction printer/copier/scanner/fax machines in use at each location were found to not have the fax function enabled – a service frequently requested by the public.
- Self-check-out machines at each location appear to have been underutilized, pending post-pandemic data analysis.
- Select public desktop computers are not equipped with high end software that can assist in job training skills and business start-ups, such as:
 - Computer aided design (CAD).
 - Recording and editing of sound and video.
 - Project management and scheduling.

Section 8:

Mission & Vision

The Long Range Plan of 2017 to 2021 for the Seminole County Public Library (SCPL, or the Library) established important statements about the Library's Mission, Vision, Values, and Objectives – words that set the direction for the Library and its employees, as well as setting expectations of its users and its governing bodies.

Godfrey's Associates (the Consultants) analyzed these statements in the context of our assessment of current SCPL conditions and resources. Briefly summarized, our findings are the Library relentlessly delivers valuable services to the community – but it lacks adequacy in several key attributes required to fulfill its Mission and Vision as a County institution. Deficiencies include the number of facilities, the amount of space housed in those facilities, the number of hours those facilities are open to the public, the number of staff persons employed, and the amount of funding allocated annually.

While more funding could solve each of the shortfalls, tax dollars are increasingly in demand. However, sources for funds are many. Engendering support on several fronts is probably necessary for the sustained future success of the Seminole County Public Library system. Developing and maintaining support is an underlying requirement for success. The Consultants believe SCPL's ability in achieving support will be based upon a two-pronged approach: building on the Library's strengths; and meeting the community's prioritized needs.

Current Seminole County Public Library Mission

*Enriching Lives
Engaging Minds
Empowering Community*

Current Seminole County Public Library Vision

We envision a Seminole County where creativity and inspiration thrive, and where every person has the opportunity and resources to read, learn, and grow.

Current Seminole County Public Library Values

*We are guided by:
Respect for our customers and for each other.
Belief in the transformational power of reading and learning.
Access for all and the freedom to read.
Belief that anything is possible with creativity and optimism.*

Section 8: Mission & Vision

Library Strengths. From the Consultants' perspective, SCPL's strengths are:

- 1) Staff who provide the services you offer.
- 2) Most of those services.
- 3) The good (not great) condition of buildings that staff operate. It is important to note, regardless of condition, continued use of a given building in good condition is not a reason to constrain the effective operations of the Library.

Library Support. SCPL support will need to come from a diverse cross-section of the County, not only from library users and aficionados. So, addressing the priorities of various County socio-economic strata is paramount. Attaining and sustaining the American Dream might be the most common applicable goal for the Library to champion. Quality and quantity of education have long-standing empirical evidence of increasing income earning potential. Early childhood education is a cornerstone of the public library foundation. For persons from any walk of life, literacy in all its forms has been a Library staple. Job-seeking and working skills have been a more recent addition to the public library fold of services. And now, supporting the initiation, growth, and development of small businesses has anchored many Library success stories

The Public Library has a long-standing tradition of touting its support of personal improvement through literacy, reading, and life-long learning. Bluntly stated, one's economic prosperity can be more easily quantified than one's personal growth. Some public library systems have found that stressing the Library's historic role in the education of the community has engendered community support previously untapped.

Words Have Meaning. The words of the Library's Mission, Vision, Values, and Objectives must set the tone for the organization. And since the Library is a community leader, these words set a tone for the County. The Consultants suggest weaving these terms into the guiding verbiage of SCPL in some way:

- **Education:** including early childhood, STEM, STEAM, STREAM.
- **Literacy:** including reading, writing, child, computer, financial, health and wellbeing.
- **Skills:** including job training, retooling, resume writing, interviewing.
- **Enterprise:** small business incubator, entrepreneurship, business success.



Section 8: Mission & Vision

Implied in some of these words are opportunities for marginal members of the Seminole County community to take and make advantage of the Public Library's offerings – online and/or in-person. The Consultants believe that these words will resonate with the majority of County residents. And while inclusivity and equality are noble causes, resonating with the County Commissioners is imperative.

We recommend that verbiage transition from the more lofty and broad Mission and Vision statements to more specific Values and Objectives. And because the related Objectives were crafted for the period of 2017 to 2021, we believe it is the role of SCPL to address a new set goals and objectives that arise from this Master Plan. A portion of this Report will establish a recommend Implementation Plan for Consultant recommendations, which could guide SCPL's formulation of organizational objectives for the coming years.

At this juncture of the project, the Consultants suggest potential modifications to the existing Mission, Vision, and Values as published in the *Seminole County Public Library Long Range Plan 2017-2021*. We reserve the prerogative to completely overhaul those statements as the Master Plan continues to evolve, and as we gain additional feedback from SCPL and the public.

Purpose of a Mission Statement. A mission statement establishes the purpose of the Library, showing how SCPL serves the community every day by providing a range of informational resources, programs, and equipment. A potential restatement of the existing Mission might be as stated in the column at right.

Purpose of a Vision Statement. A vision statement establishes what the Library sees for the future of the community and what it wants its visitors to have learned and understand upon leaving the Library. A potential restatement of the existing Vision might be as stated in the column at right.

Purpose of a Value Statement. A value statement sets the principles for the Library, showing the community what you value such as inclusion, equity, free access to information, social justice, and serving others. A potential restatement of existing Values might be as stated in the column at right.

Proposed Seminole County Public Library Mission

The Seminole County Public Library is an open forum, sharing knowledge, enriching lives, supporting lifelong learning, literacy, creativity, and cultural expression – all leading to the finding, creating, and promoting of education throughout our County.

Proposed Seminole County Public Library Vision

We envision a Seminole County steeped in creativity and inspiration, where every person and enterprise has the opportunity and resources to read, to learn, to achieve, and to succeed.

Proposed Seminole County Public Library Values

We are guided by:

Our respect for all customers, potential customers, and for each other.

Our belief in the freedom to read and the power of learning.

Our desire to provide access to self-directed and/or assisted education.

Our belief that anything is possible with knowledge, skills, creativity, and opportunity.

Section 9:

Achievable Recommendations

Thomas L. Friedman's op-ed in the *New York Times*¹ referenced William Gibson's² line, "The future is already here, it's just not evenly distributed." Friedman asserted the future is here and the distribution has started. An example is 5G, the fifth-generation of wireless technology. This new technology has significant implications for the "education-to-work pipeline," an old model that was divided into three lifetime periods – education first, then work for 40 years, then retire. We next thought it would be this – education, work for 20 years, get retrained, work 20 more years, and retire. That second model is fast disappearing, replaced with a third model – "continuous lifelong learning, because when change is accelerating, the fastest-growing companies and most resilient workers will be those who learn faster than their competition."

The public library has been a primary player in this third model. It must continue to be a place that offers rich collections of resources of all kinds and types – staff, programs, classes, collections, state-of-the-market technology, extended hours of operation – with a minimum of roadblocks to access. The Seminole County Public Library (SCPL or the Library) can be such a place for Seminole County.

¹ Friedman, Thomas L. "New Age Starts in 2020," *Times Digest*, December 5, 2018, p.8.

² William Gibson, a fiction writer widely credited with creating a subgenre of science fiction in a futuristic setting, features advanced technological and scientific achievements such as artificial intelligence and cybernetics.

Demand for Service. The demand for library service exhibited by the residents of Seminole County is typical nationally³ – in that SCPL's primary business is checking out books and media (physical and electronic).⁴ In response, SCPL routinely adds to its collections as its customers request new works by favorite authors or musicians and/or new subjects of interest. However, the static state of SCPL facilities has resulted in an ever increasing collection of physical items overcrowding a fixed number of shelves. Unfortunately, over-capacity shelving makes it more difficult for customers to find specific items they are looking for, thereby reducing collection turnover. One long term byproduct of this growth is that collections in a static building eventually take space away from other functions.

Similarly, the endemic lack of space has prohibited SCPL from offering functions that started as trends and eventually became staples of a modern public library, such as providing personal computers, group study rooms, and customer self-service applications.

There are good reasons that most states (including Florida) have minimum standards for the amount of public library space per capita – one being that library square footage should grow as the population grows because, historically, so grows the demand for library services. Florida's minimum Level of Service (LOS) Standards for its public libraries are in line with most other states in the U.S. So the Consultants' recommendation to add space to the SCPL system, while fundamentally necessary, is not a panacea for the County, in and of itself. While adding space is a good start, modernization is also critical for the most efficient use of County resources into the future. The five quantifiable LOS Florida Standards identified in Section 7: Gap Analysis will all need to be addressed if the Seminole County Public Library is to become the best library system it can be.

A Modern Library System. The rapid development of technology in recent years has been harnessed by several innovative libraries around the world, as a means to improve customer service and to streamline staff workflow.

³ A typical (median) American reads 5 books each year, according to Pew Research Center in 2022. www.pewresearch.org/fact-tank/2022/01/06/three-in-ten-americans-now-read-e-books/

⁴ According to a Google Books study, since the invention of Gutenberg's printing press in 1440, 129,864,880 books had been published by 2010. Less than 10% of those titles are available in electronic formats.

Section 9: Achievable Recommendations

As in other industries, libraries have found ways to automate repetitive processes, allowing personnel to be redirected from back-of-house tasks to public interaction, thereby improving customer service.

Automation and crowdsourcing methods in libraries have dramatically improved the customer experience by allowing various degrees of learning experiences ranging from supervised or self-directed research to total self-service. Still, there is no substitute for human interaction. As with any component of the public education system – and the public library in the U.S. evolved as the original public education institution decades prior to secular public schools⁵ – the most effective type of instruction is personal. So the successful library system of the future must include a variety of options to meet the needs of a wide spectrum of audiences of all ages, cultures, and motivations.

An Efficient Future. For Seminole County, the Consultants envision a future direction for public library service that leverages the current strengths of SCPL with an overlay of modern, state-of-the-market technology. The predicted results would be a library system that is large enough to cover current gaps in service but is not proportionally more expensive because of a targeted investment in automation and self-service applications that optimize personnel expenses. The recommendations embodied in this Section are designed to support such a result.

Operational efficiency on all fronts leads to sustainability – not just in terms of replacing SCPL’s existing 1980’s construction with modern, net-zero energy facilities – but also through library design that supports ease of public supervision, and thereby, efficient staffing.

The LOS Standards established for the Public Library system in Seminole County has will require a financial commitment by the County if they are to be met. The table at right identifies the total square footage required in new facilities to serve residents’ needs through the next 20+ years. It is the goal of this Library Master Plan to lend prioritized direction to SCPL in pursuit of the best library service delivery affordable for the residents of the County.

⁵ The first totally tax-supported library was established in Peterborough, New Hampshire in 1833. [Beginnings | DPLA](#) Public schools as we know them today did not come into vogue until the 1930s. [11 Facts About the History of Education in America \(americanboard.org\)](#)

Future Population Projections & Library Space Requirements

year	2022 BEBR ⁶ population estimate	square feet goal @ 0.60 per capita	square footage shortfall
2030	520,914	312,548	215,090
2035	539,043	323,426	225,968
2040	554,387	332,632	235,174
2045	567,252	340,351	242,893

⁶ The population figures cited here were not available to the Consultants at the outset of the project but reflect a more current forecast at a slightly lower growth curve than figures cited in previous Sections of this Report.

Section 9: Achievable Recommendations

Aligning Library Goals with County Goals

The Consultants recommend SCPL align Library goals with County goals. The primary goal-setting document published by Seminole County is a Comprehensive Plan (Comp Plan), which was last amended on March 23, 2021 by Ordinance 2021-12. A former Board of County Commissioners (BOCC) adopted a major update of the Comp Plan on December 9, 2008, affecting all Plan Elements, deleting five, including Library Services. The current iteration of the Comp Plan states no specific goals for the SCPL system.

Land Use. The County maintains the viability of established and future residential neighborhoods by implementing the Seminole County Land Development Code (LDC) relating to building setbacks, heights, and buffers; landscaping and tree preservation; signage; on-site vehicular, bicycle, and pedestrian circulation; vehicular and bicycle parking; and off-site access to public sidewalks and public transportation where available.

The intent of planned land use is to identify locations for a variety of public uses, transportation, communication, and utilities. Public and quasi-public uses are designated on the Future Land Use (FLU) Element Map in established areas and in areas reserved for future public use. Uses include public and private recreation, education, libraries, and public safety facilities.

Development Standards. The County will consider revisions to its LDC that provide incentives for density, intensity, and alternative parking strategies for mixed-use development projects. Emphasis is placed on features that promote the pedestrian nature of neighborhoods such as on- and off-site sidewalks for convenient and safe pedestrian access; automobile parking for employees and delivery vehicles; and bicycle parking. Parking lots/structures require shared parking, vanpool, and carpool space, as well as street-facing leasable space for retail, office, and restaurant uses within parking structures. Location of parking must provide safe pedestrian access to buildings and park-and-ride lots.

Specific components of Seminole County's Comprehensive Plan that the Consultants deem germane to this Library Services Master Plan are paraphrased on the following pages.

“The Seminole County Comprehensive Plan future land use designations were developed based on analyses that identified locations most beneficial to the community for those uses. Analysis considered preservation and conservation of environmental features, consistent with the principles of the Central Florida Regional Growth Vision; compatibility of land uses; public fund investment to create a future job base; reduction of greenhouse gases by shortening automobile trips; and service availability. In order to ensure development and redevelopment of the most beneficial land use pattern for Seminole County, review of facility and service plans (both annual and long-range) must continue as an ongoing activity.’

“The County created its Concurrency⁷ Management System (CMS) to ensure that individual development and redevelopment efforts would be served. The County's CMS serves the long term interests of the citizens of Seminole County by monitoring capacity of important concurrency public facilities and services to maintain the high quality of life that the citizens of Seminole County now enjoy. The CMS thus preserves the existing “Centers” in Seminole County as vital places to live, work, shop, and play . . .”

*The Seminole County Comprehensive Plan,
Land Use Element, page FLU-6*

⁷ Concurrency is the ability to execute more than one program simultaneously.

Section 9: Achievable Recommendations

Strategic Goals of Seminole County Government were highlighted in Section 1 of this Report and included a summary of select Comprehensive Plan elements that the Consultants believe SCPL can help reinforce, as follows:

- **Conservation of Nature.** The Plan provides protection of regionally significant wetlands, so developable land in the County is becoming rare.
- **Facilities Planning.** Seminole County includes population projections, LOS Standards, and Service Area Boundaries in its planning for future facilities, as has this Library Services Master Plan.
- **Capital Improvements.** The Capital Improvements Element (CIE) is a five-year capital expenditure program designed to implement Comprehensive Plan goals, objectives, and policies to ensure adopted LOS standards are met and maintained. Each subsequent update incorporates funding strategies to implement programs and respond to changing conditions.
- **Affordable & Workforce Housing.** As in almost every region of the U.S., the ability to secure good quality housing at a cost that is not a financial burden has become a challenge for many households in the County.
- **Future Mixed Development Land Use.** The intent of the Mixed Development (MXD) land use designation is to encourage well planned, suitable, and appropriate mixed-use developments with residential and nonresidential components in close proximity to one another.

As the Comprehensive Plan states, Seminole County has much to be proud of, such as great neighborhoods, a solid job market, and good schools. A sustained focus on academics has made Seminole County Public Schools one of the best districts in Florida. In a Newsweek ranking, all of the County's high schools ranked in the top three percent nationwide. Good education is a major factor in corporate and family relocation, impacting economic development and significantly contributing to the community's quality of life.

Libraries in Mixed-Use Developments. An emerging trend in public libraries nationwide is the inclusion of library space in mixed-use buildings that provide housing as a planned development. The Consultants pioneered such a project over 15 years ago, embodied in the Rondo Branch Library of the Saint Paul Public Library system in Minnesota. The result was library space at a reasonable cost to government through public-private partnership that benefitted a large, at-risk community – with housing options over a wide spectrum of price points. The Consultants believe such projects are highly viable in Seminole County.



*Rondo Community Outreach Library/University & Dale Apartments,
Saint Paul Public Library, Saint Paul, Minnesota*

This community-focused project was a joint venture between the public library & a private developer that combined 32,000 square feet of library with 5-stories of housing in 234,000 square feet, located in a diverse & vibrant community.

Section 9: Achievable Recommendations

Sufficient Land with Supporting Infrastructure

Projections indicate that as the 2025 planning horizon nears, housing growth in Seminole County will need to occur on infill and redevelopment parcels, as the availability of vacant residentially-zoned land will be rare. Comprehensive Plan Objectives to address this trend include:

- **Affordable & Workforce Housing Developments.** The County will incentivize building a variety of affordable and workforce housing types at appropriate densities on lands allowing residential and mixed-use development, on infill and redevelopment parcel areas, ideally in locations near public transportation and SunRail stations.
- **Streamlined Development Review** through reduction of financing costs for residential developers by a streamlined development approval process, including an expedited priority for all projects meeting the definition for affordable or workforce housing development.
- **Federal/State/Local Program Impact.** The County will continue the existing State-mandated process to review new federal, State, and local regulations to determine impacts on the cost to produce local housing.
- **Parcel Location Assistance.** The County will assist developers (especially for affordable housing) in locating appropriate parcels for development. County policy addresses Florida Statutes Chapter 125.379, requirements regarding disposition of counties' property for affordable housing.

The Seminole County LDC can be amended as needed to support infill development, for revitalization of Community Development Block Grant-eligible Target Areas, and existing Urban Centers and Corridors. Revisions should enable revitalization of existing neighborhoods and commercial areas to:

- Support the County's multimodal mobility strategy by reducing required minimum parking in areas well served by transit, commuter rail, and other mobility alternatives.
- Support a compact, walkable land use pattern by allowing reduced building setbacks for infill projects in areas served by transit.
- Preserve and enhance existing canopy trees and natural vegetation.



*Little Italy Branch Library & Apartments,
Chicago Public Library, Chicago, Illinois.
Developed through a public-private partnership between
the Chicago Housing Authority & Related Midwest.*

Section 9: Achievable Recommendations

Affordable & Workforce Housing Objective

Increases in home prices this century have made housing less affordable to households earning moderate incomes, requiring Seminole County government to reexamine its strategies. The County should continue to encourage redevelopment that includes a variety of housing types and values, in order to ensure availability of housing for all County households and employers, regardless of income.

Workforce Housing. The ability to house a community's workforce is an important objective for Seminole County. Florida Statutes require counties with gaps between the buying power of a family of four and the median County home price to adopt a workforce housing plan that, at a minimum, identifies adequate sites for a range of obtainable housing choices consistent with proven principles for planned growth.

Supplying quality housing for the County's workforce will yield economic benefits. A diverse and well qualified labor force will help attract and retain businesses while providing economic diversity to help insulate Seminole County from market downturns. Recognizing these benefits, it is important for the County to develop incentive-based tools to encourage the development of workforce housing.

Mixed-Use Developments. The Seminole County Land Development Code (LDC) allows Policies for Mixed-Use Developments in the FLU Element of the Comprehensive Plan, including:

- **Mixed Residential Development Zoning Districts** in the LDC allow for a full-range of housing types to be developed within the same project.
- **Affordable & Workforce Housing Density Bonuses** encourage a range of obtainable, affordable workforce housing opportunities, including enforcement of LDC provisions relating to Alternative Density Options.
- **Employer Assisted Housing** where the County engages with major employers to provide housing assistance to employees, partnering with private organizations in recruitment efforts, educating organizations on programs, and pursuing public/private partnerships to leverage resources such as the State's Community Workforce Housing Innovation Pilot Program.
- **Nonresidential Intensity Bonuses** which permit commercial Floor Area Ratio bonuses for Mixed Development designations in exchange for providing workforce housing units in locations deemed advantageous and desirable to the County, supporting the Central Florida Regional Growth Vision.

- **Workforce Housing in Economic Development Target Areas** seek new housing developments located within areas identified in the Comprehensive Plan to ensure that at least 15% of rental or owner-occupied housing will be obtainable by employees earning the average wage within the Target Area.



Chicago Public Library's Northtown Branch Library & apartments, developed by the Evergreen Real Estate Group

Section 9: Achievable Recommendations

Public-Private Partnership Objective

The County seeks to develop joint partnerships with the private sector through Federal and State housing subsidy programs and other local initiatives via:

- **Federal/State-Funded Affordable Housing Trust Funds** to purchase and ‘write down’ the cost of land, impact fees, supporting infrastructure, and other housing delivery costs as a means to encourage for-profit and nonprofit developers to build/provide housing for very low and low income households.
- **Finance Authorities.** The County will provide financing assistance for affordable multi-family housing developments through participation with the Orange County Housing Finance Authority, the Florida Housing Finance Corporation, and local housing authorities when appropriate.
- **Emergency Shelter Grants Program** and other appropriate funding earmarked for homeless assistance to cooperate with the Regional Commission on Homelessness.

Renewable Energy Resources Usage Objective

The County supports the use of renewable energy resources in residential development, as required by Florida House Bill 697 (2008).

Renewable Energy in Residential Development. The County’s Building Code complies with Florida Statutes’ energy conservation requirements for residential construction. The County will not allow restriction, covenant, declaration, or similar binding agreement that prohibits or has the effect of prohibiting solar panels, clotheslines, or other energy devices based on renewable resources. The Consultants recommend the County take a similar stance with geothermal energy use.

Diverse Populations Communities Objective

The County supports the capability of residents of all ages, incomes, and abilities to remain in their neighborhoods by allowing a greater variety of housing unit types, where they can be safely and adequately served by public facilities and services, and where neighborhood character can be preserved.



Electric vehicle charging stations are but one service public libraries can provide with renewable energy generated on-site.

Section 9: Achievable Recommendations

Library System Facility Configurations

Options for addressing minimum library space requirements for Seminole County are partially influenced by how the SCPL system is configured, in terms of number and size of its service outlets. The three most common models are:

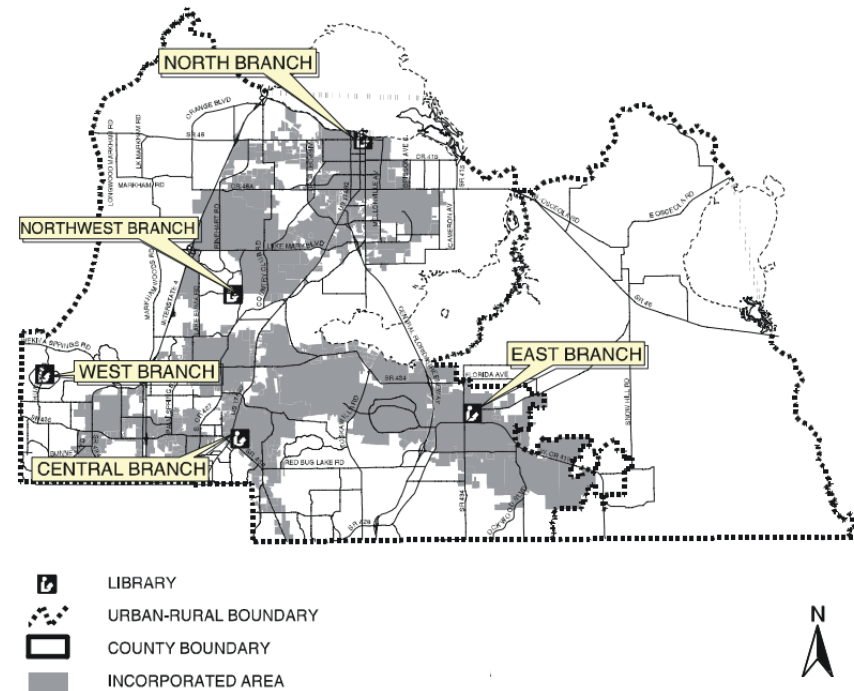
- **Central Library Option** retains the current paradigm of Central Library as the system headquarters where processing of new collection items are delivered via a hub and spoke configuration.
- **Administrative Service Center Option** replaces the Central Library approach with a stand-alone administrative office headquarters that would house Library Administration and Support/Technical Services in a location that has easy access to all portions of the County, with no public service functions located at the Admin Service Center.
- **Regional Branch Library Option** replaces the Central Library with Regional Libraries strategically located across the County, supporting smaller satellite Community Libraries in each region.

After collaborating with SCPL leadership concerning Library priorities and Seminole County government goals, the Consultants recommend transitioning the Central Library approach to an Administrative Service Center-type system organization, allowing the existing Central Library to be retooled as a larger Branch Library serving the densely populated Casselberry/Altamonte Springs area. The Administrative Service Center would function best in a location that is easily accessible to all parts of the County, potentially at the Five Points County complex, providing Library Administration and County Administration closer interaction than currently exists. Other Service Center option advantages are:

- A County-centric location shortens deliveries to Branch Libraries, coupled with operational policies to further increase the efficiency of moving materials between service outlets⁸ – all discussed later in this Section.
- Library Admin in less expensive office space construction versus the more expensive library construction, possibly even in leased space.

Freeing up more public service space at the Casselberry/Altamonte Springs service area – the most densely populated portion of the County.

⁸ Potential efficiencies include nighttime deliveries when traffic is light, outsourcing of new collection items and drop shipping those items directly to Branches, and floating collections to reduce the quantity of items being moved.



Map of current Seminole County Public Library locations, Vision 2020 Comprehensive Plan Seminole County, Florida, October 1, 2003.

As the hub of the SCPL system, the Central Library is not as centrally located, geographically, as desired for efficient deliveries of new and circulating collection items to the existing four Branch Libraries.

Section 9: Achievable Recommendations

Viable Library System Facility Options

Master Plan recommendations are based upon assessed SCPL system deficiencies and how best to address those deficiencies in planning for future population growth countywide for the next twenty years. Viable system facility options considered by the Consultants consist of these primary variables:

- Number of service outlets.
- Type(s) of service outlets.
- Size(s) of service outlets.
- Locations of service outlets.

The Consultants recommend the appropriate size and location of branches in general geographic areas – planned to meet 20-year projections of proposed levels of service, then determine a viable schedule to implement the Plan based on available funding over time.

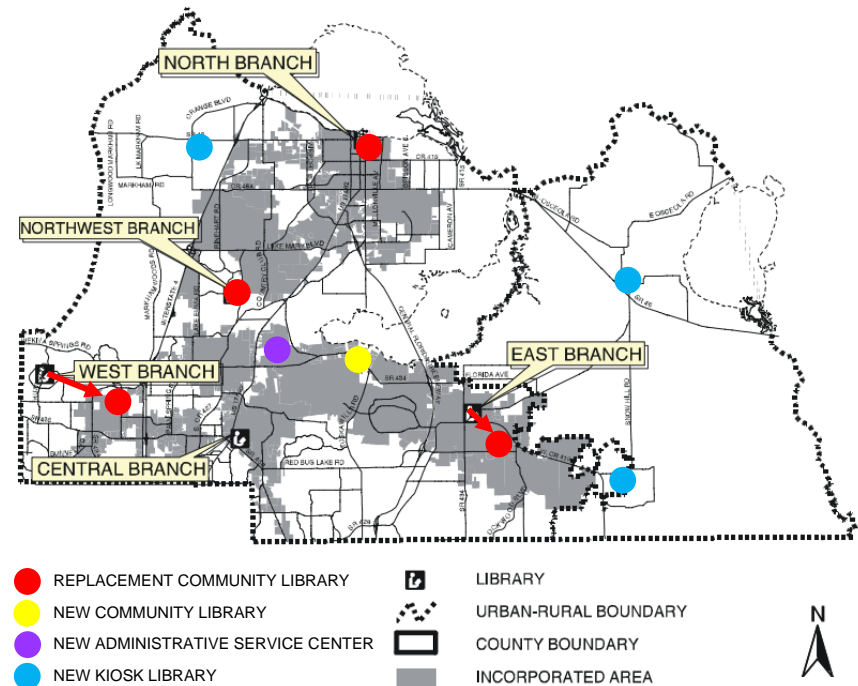
Number of Service Outlets. To achieve adequate convenient coverage of the populated portions of the County, the minimum number of full-service outlets required is 10, as depicted in the map at right.

Types of Service Outlets. The Consultants recommend all new SCPL facilities standardize as full-service Community Libraries or self-service Kiosk Libraries⁹ with the exception of the Central Branch, which should remain its current size.

Sizes of Service Outlets. Library planning and design guidelines define a Community Library as not exceeding 35,000 gross square feet. Evidence from public libraries across the U.S. indicate 35,000 square feet as a break point before the cost to staff an efficiently designed single-story library increases. This square footage parameter is confirmed in the Consultants' analysis of SCPL's existing operational costs, presented in Section 6 of this Report.

Locations of Service Outlets. The Consultants recommend replacing all four existing Neighborhood Branch Libraries, centrally relocating the East and West Branches in their respective communities of Oviedo and Longwood. One new Community Library would be built in Winter Springs. Initially, kiosks would be deployed to Heathrow, Chuluota, and Geneva, becoming full-service Libraries as demand dictates.

⁹ Library planning and design guidelines and standards were submitted for SCPL approval on October 17, 2021. Included in Appendix 2.1 are definitions of terms for a Community Library and a Kiosk Library.



The recommended Library system configuration

Section 9: Achievable Recommendations

Operational & Capital Project Funding

The Consultants have learned that any recommendation must be affordable if it is to be viable. Therefore, we take care in forecasting financial commitments required to implement our prescriptions. All capital and operations costs cited herein are stated in 2022 dollars.

Capital investments can be significant, but any associated debt will eventually be retired. Operational costs are ongoing, so care must be taken in planning for efficient staffing, operations, and maintenance of new and existing service outlets. Therefore, investments in quality infrastructure would be wise if they save Seminole County operational dollars each year.

Capital Cost Projections. Capital project costs are all inclusive (except for property acquisition), for design, construction, furniture and equipment, owner costs, contingencies, etc.

The table in the righthand column recaps project costs. Please note there is an estimated \$2.2 million savings for constructing a Library as the ground level base for a mid-rise residential building above, through anticipated economies of scale and shared infrastructure. See Appendix 9.1 for detailed project cost estimates for facility options 1 through 3 as tabulated.

Operational Cost Projections. Operational costs for the recommended Library system configuration are based upon SCPL personnel salaries and benefits as determined by the 2022 Compensation Study. For the prototypical single-story 35,000 square foot Community Library, annual operating expenditures consist of:

- Staffing costs, estimated for 14.10 full-time equivalents (FTE) for facilities open 64 hours per week, as is currently the case. Staffing levels are based upon Consultant-recommended implementation of technological and facility design modernization of all SCPL outlets, including automation and customer self-service applications included in the capital cost projections.
- Estimated supplies for Library operation and building maintenance.
- An allowance for building and grounds maintenance labor – either contracted or County-provided.
- An allowance for Library utilities based on design and construction of new facilities achieving net-zero energy consumption and on-site water harvesting.

The tabulation at right summarizes annual Branch Library operational costs, which compares favorably to current SCPL Branch operations costs.

Capital Costs by Project Type

<i>option/Library</i>	<i>project cost</i>
1A New 35,000 square foot, mixed-use Branch Library	\$17,282,397
1B New 35,000 square foot, stand-alone Branch Library	\$19,507,941
2 Renovated 49,258 square foot Central Library	\$12,570,963
3 Finish-out 12,000 square feet of lease space, Administrative Service Center	\$1,174,098
4 New self-service Kiosk	\$362,000

Annual Branch Library Operational Costs

<i>item</i>	<i>operations cost</i>
Staffing costs	\$789,151
Library & building maintenance supplies	25,800
Building & grounds maintenance labor	42,000
Library utilities	16,248
Total	\$873,199

Section 9: Achievable Recommendations

System Wide Recommendations

This portion of Section 9 outlines recommendations specific to the various functional components of a modern public library – as they apply to the Seminole County Public Library system – similar to the format used in Section 6: Assessment of Existing Conditions. As such, this Section addresses some of the deficiencies identified in Section 6 and Section 7: Gap Analysis, beginning with Library Facilities.

Library Facilities

As previously documented in this Section, the 20-year shortfall in library square footage is approximately 243,000 square feet, or 249% of the existing 97,458 square feet the SCPL system has operated since 1986. The following recommendations are intended to give Seminole County flexibility in closing that gap over 20 or more years.

Branch Library Planning. The optimal size of all new full-service Branch Libraries should be 35,000 building gross square footage (BGSF), in order to maximize space increases while optimizing the staff costs to operate the space. To expedite the expansion of the SCPL system, the Consultants recommend these projects be prioritized:

1. New Winter Springs.
2. Replace North in Sanford.
3. Replace East in Oviedo.
4. Relocate West in Longwood.
5. Replace Northwest in Lake Mary.

Ideally, these new Branch Libraries would be a mixed-use design, with the Library and leasable retail space at ground level, and housing above the single-level Branch Library. To the degree possible, parking would be at grade and/or between the ground floor and housing above.

The Consultants recommend that modular, self-service Kiosk outlets be purchased by the County and deployed in the communities of Heathrow, Chuluota, and Geneva. Such kiosks can be stand-alone units or could be co-located with symbiotic functions to drive traffic to the given location.

¹⁰ The Central Library needs to be expanded. One way to expand it sooner than later would be to relocate all non-public services personnel to leased space.

Current Space Limitations. Based on a survey of modern public library trends, services the Consultants recommend SCPL should offer in new space include:

- Makerspaces.
- Group study rooms.
- Collaborative computer workstations.
- Loanable technologies – high- and low-tech.
- Staff support technologies for enhanced workflow and customer self-service.
- After-hours self-service access.
- Drive-up materials return directly into the building. No free-standing units should be considered for new construction.

Jean Rhein Central Library Planning. In order to maximize space for public service at the current Central Library, the Consultants recommend moving Library Administration and Technical/Support Services to a stand-alone Administrative Service Center¹⁰ of approximately 12,000 square feet, as centrally located between all SCPL outlets as practical. Planning for a reimagined Jean Rhein Branch Library should include adding a service elevator for staff and emergency response personnel use. Space planning for the First Floor would include:

- A Public Entrance Lobby and Display Gallery, extending to a Multi-Purpose Meeting Room if possible.
- Friends Bookstore with browsing space for multiple ranges of 66-inch high double face shelving with bottom tilt shelves. The Bookstore would include space for processing, sorting, and storage of gift books or donations.
- Public service space, clearly identified for Children, with a supporting Storytime Room and a dedicated Staff Workroom.
- Multi-Purpose Meeting Room, sub-dividable into three smaller rooms, with video capability and speech amplification in each – and supported by a warming kitchen and table/chair storage.
- A Makerspace, with the exact function(s) coordinated with similar spaces in the new Branch Libraries..
- A Conference Room seating at least 18 persons.
- Staff Breakroom with dedicated staff restrooms.
- Receiving and storage for deliveries at the existing Loading area.

Section 9: Achievable Recommendations

Space planning for the Jean Rein Library's Second Floor would include:

- A Public Service Desk.
- Separate public services clearly identified for Adults, Tweens, and Teens.
- A Small Business Resource Center.
- Multiple Group Study Rooms.
- Staff Workroom and Offices, utilizing office systems furniture.

Group Study Rooms. Glass enclosed group study spaces with computer and video capability:

- Central – Eight rooms, seating four to eight persons.
- Branch Libraries – At least four in each Branch, seating four to six.

Tutoring Rooms. Rooms with computer capability, potentially built with office systems furniture:

- Central – At least four, each seating two, the tutor and the student.
- Branch Libraries – At least two in each Branch, seating two.

Service Desks. Reduce the size of new desks in comparison with existing service desks in current SCPL facilities. Consider one joint Check-Out/Information/Reference Desk at each Library instead of separate Check-Out and Reference Desks.

Sustainability of Library Buildings. Sustainable library systems require operational cost efficiencies, many of which are facility-centric and include factors that should be designed into modern public library facilities to reduce the carbon footprint of the entire community such as these:

1. Provide more hours open to make highest and best use of taxpayer investments in library buildings because the return on that investment is at least \$4.64 according to multiple studies.
2. Rely on a “Just in Time” service delivery mode versus the traditional “Just in Case” library model, to improve customer service and reduce the need for on-site storage of most everything.
3. Provide an assortment of government and community services in addition to traditional library service offerings through cross-training of staff and partnerships with community, with service providers supplying staff and the Library providing space.
4. Implement a “Less is More” attitude toward library space and collections so visual supervision of spaces by personnel is enhanced, as is the ability to find items on the shelves. Less walls, lower shelves, and wider aisles make libraries easier for customer to navigate and find what they need, and for staff to provide good customer service while supervising the space.
5. Deploy open, barrier-free, multi-use spaces that can be easily reconfigured using moveable and/or dual-use furniture and equipment, rather than building single-use spaces that might sit empty most of the time. Use of multi-lingual signage, wayfinding, and graphics to assist customers in finding what they need.
6. Provide a small contingent of unstaffed space available with secure access after regular library hours, supported by automated equipment.
7. Less construction means less expensive projects. Adaptable infrastructure results in longer lasting building life, but not at the expense of operational cost efficiencies.
8. Provide an assortment of gathering spaces – of various sizes and types – that can support normal library functions and special occasions – such as emergency operations, with the multi-purpose meeting room able to act as a back-up Emergency Operations Center (EOC) if properly outfitted with infrastructure.
9. Deploy demountable partitions and/or durable face materials for ease of removal and reconfiguration while minimizing the number of doors required – used only where security and/or acoustical privacy is required.
10. Paint exposed structure instead of installing dropped ceilings – to aid in future adaptability of infrastructure and as a cost savings measure. Find other acoustical attenuation solutions where needed.
11. Employ automation and customer self-service to streamline staff workflow and improve the user experience.
12. Loan laptops and other devices in place of desktop computers, supported by a variety of seating options. Loan portable battery packs and Wi-Fi hotspots for in-Library and take home uses.
13. Use 5G wireless connectivity and loanable computers/tablets to replace some desktop computers that require hard-wired connections. In their place, install collaborative desktop computers/monitors with high end software for two- or three-person use at one time.
14. Install solar panels on roofs to provide on-site power generation and storage via batteries, to shade the roof membrane and reduce heat gain.
15. Connect smart electrical panels to the solar panel network to accommodate battery storage and solar panel power.

Section 9: Achievable Recommendations

16. Install low voltage power networks with power monitoring to replace a portion of line voltage power outlets and wiring.
17. Deploy smart light emitting diode (LED) lighting that gathers data on space occupancy via low-voltage electrical circuits that use Cat-6 cabling for power and data collection without requiring metal conduit.
18. Employ geothermal heat pump/variable flow refrigerant configuration of direct expansion (DX) heating, ventilation, air conditioning (HVAC) systems that require minimal duct work and offer redundancy in case of emergency.
19. Optimize floor to ceiling/deck height to allow for temperature stratification in spaces and deeper penetration of natural light while enhancing visibility of signage and navigation of spaces. Use natural and mechanical ventilation to exhaust hot air from high spaces, while considering ways to allow cool outside air into low spaces in the building via gravity versus mechanical ventilation.
20. Configure external solar shades at windows depending on directional exposure (horizontal south-facing, vertical west-facing) to reduce solar heat gain and reflect light into the interior.
21. Deploy double membrane walls, glazing, and roofs.
22. Super-insulate roofs (R-50+), walls (R-32+) and floors (R-20+) for the quickest payback.
23. Replace single-pane glass with double- or triple-pane insulated glass.
24. Harvest rainwater to capture non-potable water for potential use in landscape irrigation and grey water plumbing systems.
25. Provide electric vehicle (EV) and electric bicycle charging stations at all facilities.

Resiliency. Each new Library should be constructed to serve as an Emergency Shelter/Response location for the County (withstand hurricane force winds, have emergency power/redundant infrastructure systems, etc.). New library furniture and equipment should already be designed for mobility/ease of reconfiguration, so making space for large gatherings of people or cots should be second nature.

¹¹ The Consultants are not recommending replacing the existing shelving at the Central Library, rather removing books and shelves to gain the prescribed height, using vacated space on the uprights for promotional signage.

Library Collections

Additional space in all new SCPL facilities will allow physical (non-electronic) collections to be housed using modern retailing techniques for merchandising display. This “spreading out” of the collections translates into wider aisles and all shelves in reach of persons using a wheelchair – so fully ADA-compliant.

Shelving for Collections. Book and media shelving units should comply with the following specifications:

- **Adult and Teen/Tween Collections:** 66-inch high uprights, four openings, two bottom tilted shelves,¹¹ and lock-down casters.
- **Children’s Collections:** 66-inch high uprights for grade school collections with tilted bottom shelves and 48-inch high bin-type shelving on lock-down casters for picture books.
- **Shelving Capacity.** Shelves should have at least seven inches of free space at the right end of each shelf to facilitate ease of reshelving borrowed items.
- **Holds/Reserves** should be housed in open shelving near the Public Entrance of each Library, for self-service pick-up by the public. Lockers purchased by SCPL during the Covid pandemic should be repurposed in all new Libraries for after-hours access to Holds.

Withdrawing Items from the Collection. Withdrawal, or “weeding” is critical to maintaining healthy, relevant, and fresh collections that meet the needs of SCPL’s customer base. The process results in a more attractive appearance while making the materials on the shelves easier to find. Withdrawing also ensures no out-of-date or potentially dangerous materials are circulated.

Several aids are available from canned and ad-hoc reports produced by SCPL’s Integrated Library System (ILS) to specialist tools such as *CollectionHQ* (which SCPL already owns). Weeding reports allow library staff to manage the withdrawal of items from the collection quickly and easily.

The need for staff to take time away from frontline duties to train how to weed may impact service delivery. To this end the Consultants recommend SCPL take time to develop short training videos, accessed from the Intranet or via a training

Section 9: Achievable Recommendations

database such as Niche Academy, if SCPL subscribes to same. These types of training videos can be easily produced using software such as Camtasia¹². Alternatively, a Zoom or Microsoft Teams meeting can be recorded.

To ensure training is reviewed regularly for consistency, performance plans could be used so that all staff must review weeding practices on a yearly basis as part of the assigned tasks and regular training. This practice will help develop the ethos of staff taking ownership of the collections at each Library on a regular basis. Weeding is also a critical part of the preparation for introducing inventory control technologies.

Library Services & Programs

Library service often extends beyond the walls of the Library building via outreach into the community – both virtually via the SCPL webpage and physically, in-person.

Youth Services should include distinctions between Children's, Teens, and Tweens:

- Library Staff should make public and private school visits early in the school year to inform students and faculty of the resources SCPL has for help during the school year. Make a second visit late in school year to inform what SCPL will offer during the summer.
- Teens/Tweens staff should give book talks at public and private middle and high schools.
- Design a uniform signage system, language, etc. all SCPL facilities for Teens and Children's services. Wording should be distinctly targeted to the two age groups.
- Public computers (PCs) in Children's areas should have stations for the youngest and for older kids – different seating and table heights, as appropriate for the age/size differences.
- PCs in Teen spaces should include one that two or three teens can use same computer, either sitting or standing.
- PCs in Teen spaces should have at least one station where two students can comfortably work together.

¹² <https://www.techsmith.com/video-editor.html>

Technical Services. Investigate – via a Request for Information (RFI) submitted to SCPL's current Jobber and others – the full-range of services each can provide for tasks such as shelf-ready processing, cataloging, mending the collections, inventory control and security, etc.¹³

Library Technology

Next to adding more space to the SCPL system, technological modernization is key to closing gaps in service delivery in Seminole County at a reasonable cost. Capital investment should include both facilities and technologies – because technology investments can save the County significantly on personnel costs.

Inventory Management with Radio Frequency Identification (RFID). RFID-based systems provide security and inventory control using Wi-Fi-readable tags for detection. Basically a toll tag for books, RFID would allow SCPL to streamline workflows while offering customers more seamless services. The main advantage of RFID is that staff time is greatly reduced on repetitive daily work processes, so customer service and staff productivity is increased – in addition to securing materials from theft. Materials can be found, moved, and tracked more quickly.

The issue of materials security came up in every conversation the Consultants had with staff, who related that SCPL's current security system does not work properly. Given the inherent cost of purchasing and processing materials, all libraries wish to protect their assets as best as possible. The compact nature of books and AV materials make them easy to steal if someone decides to do so.

There are multiple vendor companies that provide RFID handling and sorting services, offering a comprehensive package for a proposed project. Such a proposal would be put together after consultation with SCPL, as a response to an RFI or Request for Proposal (RFP). RFID projects are a major investment in terms of cost and the time needed to see it through to completion. Before any proposal is written, the Consultants recommend SCPL bring in different vendors to talk about the system functionality they offer and general costs, so SCPL can budget for funding and help facilitate the RFP writing process. The following list of features are ones SCPL should consider in its research prior to an RFP being issued:

¹³ SCPL should strive for 90 percent of all acquisitions to be delivered to each Library ready to be shelved once packing slips are checked and all ordered items are accounted for.

Section 9: Achievable Recommendations

- **Self-Checkout Stations.** Customers would either scan or place an RFID library card on a pad, then place their material selections on the pad for checkout. Multiple materials can be read at one time. RFID systems coordinate with SCPL's ILS to determine the item and customer status for each check out. A computer screen shows the title as items are checked out. Each Library would require integration with, updating, or replacement of SCPL's current self-check units.
- **Automated Materials Handling (AMH).** One of the biggest advantages of an RFID project is this conveyor into which library materials are fed upon their return. This automated handler checks-in books and sorts them into totes. Some AMH models have the ability to apply hold request stickers as materials go through the machine, making it simple to identify for a receiving branch to reshelve. Some systems can track totes and their contents for easy identification of materials in-transit.
- **E-Commerce.** SCPL should provide customers with the ability to pay fines using self-check. Integration with e-commerce services and the requirement for card readers/keypads built into self-checks or kiosks will be necessary.
- **RFID Security Gates.** Light and sound are used to alert staff if someone tries to remove an item without checking it out. Three-dimensional detection range is critical to ensure that all entrances and exits that are covered by a set of gates. Power and data connections requirements need to be determined. SCPL should include a gate counting feature to record the daily number of customers.
- **Shelf Management Devices.** RFID systems offer a wand that can communicate wirelessly with the ILS to find materials incorrectly shelved. These devices can also be used to inventory materials quickly and easily by walking down the shelf while scanning with the device.
- **Customization.** Most RFID systems will allow SCPL to customize the display and wording used for customer interactions. It is important to brand the interface as unique to the SCPL system. SCPL may also wish to look for a vendor with web-based administration and statistical functionality as well.

The Consultants recommend SCPL install a sorter at every new Branch. An alternative would be to have a centralized sorter with daily deliveries of totes to each Branch.

¹⁴ <https://laptopsanytime.com/>

The most difficult part of any RFID conversion is the initial tagging and encoding of materials. Vendors rent or sell portable machines and devices to help with this process, so SCPL staff do not need to move massive amounts of materials through a sorter. Prior to tagging and encoding, SCPL should ensure that all collection de-selection (weeding) is up to date so as to minimize the number of tags purchased and items processed.

Only the major aspects of RFID have been highlighted here. Some vendors offer additional services and functionality. Companies that offer RFID solutions include but are not limited to:

- Bibliotheca, <https://www.bibliotheca.com/>
- Envisionware <https://www.envisionware.com/tablet-station-powered-by-hublet/>
- MK Solutions, <https://www.mksolutions.com/en/>
- TechLogic, <https://www.tech-logic.com/>

The Consultants recommend SCPL begin research into implementing RFID so as to realize time and costs saving for inventory control and materials movement.

Loaning Laptop Computers to Customers. To expand the ability of customers to connect and to help facilitate flexible use of library space, SCPL should consider introducing laptops or tablets for customer use. To achieve this goal, SCPL should research potential laptop/tablet dispensing systems with built in theft deterrents. The first of these systems was made by Laptops Anytime.¹⁴ This company's product dispenses laptops, tablets, or both. Dispensing machines are scalable up to 30 devices per installation based upon multiples of six. Such products allow libraries to run a cost-efficient self-check laptop program with full accountability and minimal staff interaction in both the checkout and management of devices once returned.

The product connects to multiple ILS systems, including SCPL's SirsiDynix system, so devices can only be checked out if the user has a valid library card. As an additional security measure, the system will also take a photograph of the individual every time a device is checked out. Once the customer has finished with the device and returns it to the dispenser, it is automatically recharged. The image is wiped using software to ensure that no data left on the device by the user will be seen the next time the device is checked out. All devices to be issued from the kiosk are be barcoded and catalogued to be checked out.

Section 9: Achievable Recommendations

The user interface is customizable and updates itself in real-time, allowing SCPL to use the most relevant and user-friendly text to suit their customers while adding your branding to the interface through colors, logos, etc.

An added feature is the ability to check out portable power chargers. These support customers with their own devices without the need of electric outlets built into furniture or run from power points around the building. Checking out these devices can happen from the same stations as laptops or can be separate.

Pricing for this system will obviously vary depending upon how many bays are purchased. Typically, costs start around \$36,000 for a 12-bay host kiosk and \$48,000 for an 18-bay system. SCPL would supply the devices to be used. The vendor supplies the kiosk software and hardware and works with SCPL to ensure that the setup and types of devices selected are compatible. Installations in Florida include Charlotte County and Boynton Beach. SCPL should view existing installations to get a better idea of how they work and how they are used.

Video Conferencing. The use of video conferencing and associated software and services dramatically increased at the start of the Covid pandemic. The demand for quiet spaces with power connections and video conferencing ability will remain. SCPL should be uniquely positioned to offer these types of spaces to its customers and to local small businesses. Although a business cannot be run out of a library on a permanent basis, having the ability to book a quiet space for a meeting or video conference enables small and start-up businesses to reduce overhead or investment in equipment and space. The technology for video conferencing is no longer expensive. Creating an account with a service like Zoom is straightforward. SCPL already offers Wi-Fi for connectivity, so, if laptops with built-in cameras are made available for checkout, it would be easy for any customer to book the space and use the equipment provided.

SCPL regularly works with local Chambers of Commerce and other organizations so promoting teleconferencing spaces to new startups and small businesses would help spread the word on resources available at SCPL. The Consultants recommend SCPL plan for video-conferencing using portable devices and spaces suited for multi-use in all new Libraries.

¹⁵ See Georgia's [Gwinnett County Public Library \(gwinnettpl.org\)](http://gwinnettpl.org) for details.

¹⁶ Currently, one Branch Manager supervises two Libraries.

Miscellaneous Technology Improvements each Library should implement are:

- An exterior digital sign that provides hours and one or two happenings/events/activities at the location daily.
- Digital signage within the building that provides information about offerings and programs.
- Fully functional Copy/Print/Fax/Scan stations.
- Vending machine(s) dispensing juice and soda.
- At a minimum, provide self-service access to the library outside of normal operating hours ("Open Access+" or equal)¹⁵ at all new Branch Libraries, and ideally, at the renovated Central Library.

Library Staffing

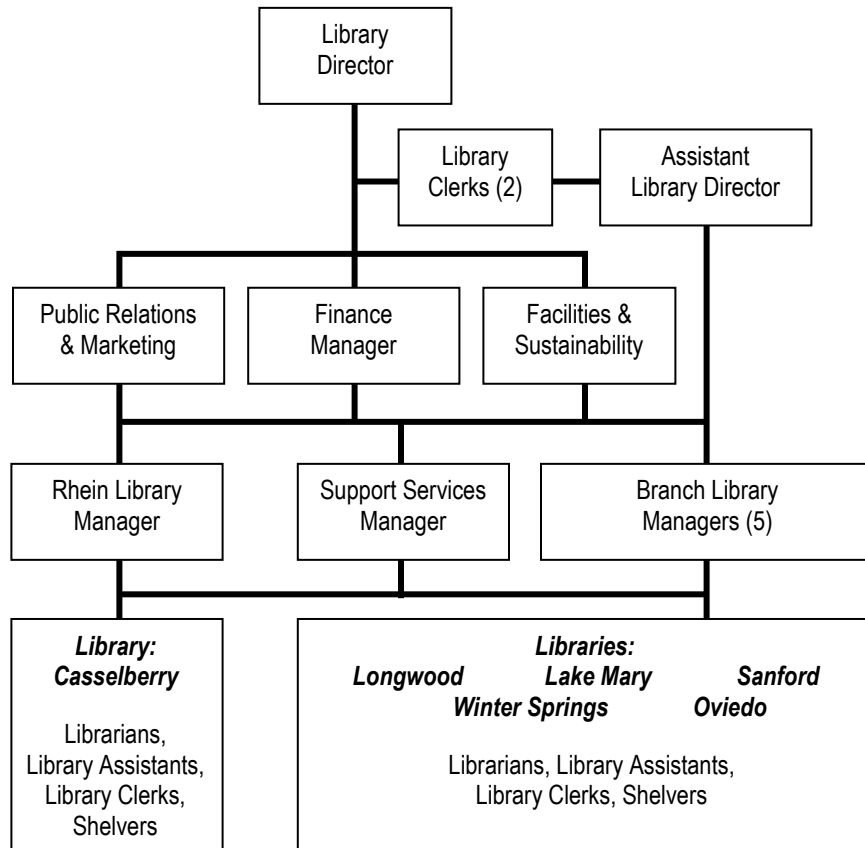
While the Consultants recognize the severe shortfall in staffing levels at SCPL relative to Florida's LOS Standards, we recognize that for long-range planning to be effective, it must keep personnel costs within a reasonable range. Indeed, the operational cost projection presented earlier in this Section indicates that a thoughtfully designed, one-story, modern Branch Library of 35,000 square feet that is well-appointed with technology can be operated for the same number of hours as SCPL's existing buildings for about the same cost.

Organizational Structure. Still, there are gaps at the top of the SCPL organization revealed during the Consultants' assessment that need to be filled – especially as the system is expanded. Additional para-professionals, many on a part-time basis, are recommended to support SCPL's excellent cadre of professional Librarians. Additional administrative personnel are recommended for proper expertise and/or span of control, including:

- Assistant Library Director.
- Finance Manager.
- Coordinator of Facility Sustainability & Resiliency.
- Coordinator of Public Relations & Marketing.
- Branch Library Managers (2).¹⁶
- Library Clerks (2).¹⁷

¹⁷ One Clerk will support the Library Director and Assistant Library Director, a second clerk will support the two Coordinators and Finance Manager.

Table of Organization



Note:
The Support Services Manager oversees Technical Services & Information Technology.

Library Budget

The Consultants recommend that the SCPL budget should incrementally increase toward the minimum Florida LOS Standard over the course of several years. Initial increases should fund the additional Administrative positions required to strengthen the Library’s organization. Until more Library space is constructed, the Collection Budget should focus on procurement of electronic items and implementing RFID.

Library Impact Fees should accrue to fund construction of new Libraries and the one cent sales tax should be considered for the same purpose.

Private Sector Funding. To be most efficient with taxpayer dollars, this Long-Range Master Plan provides guidance on how to leverage an array of public and private sector assets in concerted partnership. Needed resources can come from a variety of sources beyond Seminole County government, and they should. Certainly, the Friends of the Library (FOL) of SCPL are highly successful in raising funds for Library programs and supplies that are not otherwise covered by tax revenue through their Bookstore located in the Jean Rhein Central Library.

A Library Foundation. Library Foundations exist to provide significant financial support to Public Library systems across the country, with some raising millions of dollars. Typically guided by a Board of Directors, Foundations compete for grants and sponsor major events – often held annually – as their primary sources of funds raised. The amount of work required to hold such events can be substantial.

Successful Library Foundations maximize their organization’s capacity for funding from private sources by employing professionals trained in financial development, i.e. fundraising. The Consultants recommend that the services of at least one employee, and perhaps two – one manager experienced in development/fundraising and one support staffer – should be hired in the next year or two, with salaries and benefits. Maybe the FOL could fund the initial year of salaries. It is an old but true business adage – you have to spend money to make money.

Can both FOL and a Foundation exist without stepping on each other’s toes? Of course. That is the case in several locales. The key is to clearly define the purposes of both organization and to make them known on a county-wide basis. The executive committee of each should meet no less than twice a year to ensure that all activities, fundraising, etc. are in place for the one primary reason – improving the Seminole County Public Library and the services it provides!

Section 10: Implementation Plan

By organizing the recommendations of Section 9 into a sequential timeframe, the Consultants have developed a detailed action plan to guide implementation of the Long-Range Master Plan for the Seminole County Public Library (SCPL, or the Library). Recommendations have been based on priorities of the community, SCPL, and Seminole County government (the County).

This Implementation Plan is intended to be a roadmap – a guide to restart programs and services after the pandemic with an eye to a series of long-term improvements to the Seminole County Public Library system – all with specific chronological achievements identified, beginning in the year 2023. This Plan is also predicated on delivering multicultural and multilingual customer service.

With this Plan as a foundation, SCPL can take realistic, manageable actions to provide ongoing direction for Library Leadership via specified objectives, verified by SCPL's choice of performance and outcome measures.

This Implementation Plan is a starting point – a living document that will need to be periodically refined by the Library Services Division Manager, based on evolving developments and perspectives. Ideally, the Long-Range Master Plan will help to create opportunities to strengthen the overall role of the Library in Seminole County within the first seven years and beyond.

Consultant observations, findings, and recommendations are based upon a national library perspective and a snapshot in time of local SCPL operations. Local residents' familiarity with the historic arc of the County have been applied to the Long-Range Master Plan to help ensure it best meets community needs, but ongoing dialogue will also be important to the final outcome.

Seminole County Public Library Implementation Plan

This Implementation Plan is framed as an outline with periodic accomplishments to be achieved at specific times – short-term, mid-term, and long – starting with the Library Services Division Manager extolling the advantages of the Long-Range Master Plan to County staff and the general public. Meetings and updates with Library and County staff units will be essential to communicating the good work SCPL does and can do, so everyone is kept informed on progress, issues, and steps in the Master Plan – and everyone contributes.

Relationships and alliances throughout any county often drive support for initiatives, so knowledge and understanding of the inner-workings of Seminole County government will be vital. Just as vital are the issues being discussed by residents and the assumptions that govern the County's development.

This Implementation Plan will rely on an understanding by Library staff, County staff, and the Board of County Commissioners (BOCC) that the first seven years are ones of change, improvement, and expansion in areas described in this Master Plan. There will need to be a consensus on what is working well, what needs rethinking, and what needs redevelopment. The Master Plan assumes redirection of some Library staff towards customer service – meaning that Library personnel will spend a minimum of 60% of their time working directly with the public on services, programs, and outreach – or at least on services that impact the public directly. It will be essential that the Leisure Services Manager be involved, and that all key players understand precisely what SCPL wants to accomplish in the first year and each year thereafter.

The Consultants believe the Implementation Plan described herein is achievable because this Plan's priorities are designed to reinforce SCPL's Strategic mission, vision, values, and goals and the County's Comprehensive Plan, as documented in Sections 1 and 9.

With the cooperation and involvement of the staff, appropriate County employees, BOCC, and the Friends of the Library, all of the following actions – considered basic for many modern public libraries – can be accomplished once the Library can begin to move into larger spaces by FY2026-2027, if not before.

Section 10: Implementation Plan

Organization of the Implementation Plan

The components that structure this Plan include:

- **Proposed Timeline Tiers:** The County established two planning horizons in its request for Professional Services (PS) for this Master Plan – five years (short-term) and ten years (long-term). In order to address the severe shortfalls in complying with Florida Level of Service (LOS) Standards, and to distinguish immediate priorities, the Consultants recommend using three planning horizons:
 - The near-term, the first seven years, 2023 to 2029.
 - The mid-term, eight to 14 years, 2030 and 2036.
 - Long-term, 15 to 21 years, 2037 to 2043.
- **Priorities:** Because many of SCPL’s current shortfalls are due to lack of space, the top priority is moving to larger buildings. The seven-point list in the righthand column ranks the steps the Consultants recommend for adding space to the SCPL system. Subsequent actions are and should be prioritized based on primary community concerns, County government goals, and/or ease of implementation – juxtaposing tasks with the greatest potential impact against low-hanging fruit.

Proposed timelines and funding options should remain fluid as variables fall into place. Implementation schedules can be adjusted as needed to bring each action online, based on available funding, population growth, economic factors, and other triggers. Specific objectives for implementation are based on Consultant recommendations in Section 9, organized and sequentially numbered across each of the three timeline tiers, coded as follows:

- Administration, coded as A objectives.
- Customer Base, CB objectives.
- Staffing, S objectives.
- Facilities, F objectives.
- Technology, T objectives.
- Programs and Services, PS objectives.
- Collections, C objectives.
- Budgeting and Funding, BF objectives.

A Prioritized Approach to the Space Shortfall

- 1 New Branch Winter Springs* – completed by 2027
- 2 New Branch in Oviedo* – completed by 2028
- 3 New Branch in Sanford* – completed by 2029
- 4 Central Branch remodel in Casselberry – completed by 2031
- 5 New Branches in Lake Mary & Longwood – completed by 2033
- 6 Kiosks added to Heathrow, Chuluota, Geneva, or other areas based on need – 2023 to 2033
- 7 New Branches in Heathrow, Chuluota & Geneva to achieve 0.60 square feet per capita, based on need – completed by 2043

Note:

*Combining the Winter Springs, Oviedo, and Sanford projects under one public-private partnership would likely expedite completion and be more cost effective for Seminole County taxpayers.



Interior of the Chapel Hill Public Library, Chapel Hill, North Carolina
Note the large, open space with abundant natural light controlled by external horizontal sun shades outside the windows

Section 10: Implementation Plan

Near-Term Priorities, 2023 to 2029

The dominating needs of Seminole County Public Library is to have more space and to employ modern technologies. The recommended near-term solution is to plan, design, and fund three new Branch Libraries in mixed-use, public-private developments with an array of market value and attainable housing. The fastest timeline to achieve a significant increase in Library space would be to locate, design, construct, then move into the three new Branch Libraries by 2029. Advantages to acting quickly include better library service sooner and a reduction in capital costs due to inflation.

In this Section, the Consultants suggest a priority order of first-wave recommendations for consideration by SCPL and the County. These actions are a combination of urgent priorities, long lead-time projects, and/or opportunities to show early success and build momentum for the Master Plan and the Library system. They include:

- Because it is a critical long lead time item that will allow for many improvements once completed, **commission a written Building Program Statement** for the prototypical Branch Libraries in Winter Springs, Sanford, and Oviedo as the first step in the design and construction process.
- In order for the SCPL personnel to be at full strength, **fill all vacant and recommended new positions**, stressing multilingual and cultural skills.
- To begin to cultivate philanthropy in a locale with capacity to give and generate support for the Library, **form a 501(C)(3) Library Foundation**.
- In order to get books in the hands of customers more quickly and shift some staff to public service, **streamline collection processing** through the acquisition and implementation of RFID with established vendors.
- To address currently unserved and underserved communities, especially focusing on early childhood education, **deploy Library Kiosks** in Heathrow, Geneva, and Chuluota.
- As a means to promote the good work of SCPL and its staff work, with the guidance of the County's Public Information Officer (PIO), begin to **develop a comprehensive Marketing Plan** that is ready to roll-out once staffing, facilities, programs, and services are in place to deliver new offerings.

There are a number of other potential near-term recommendations that could be considered, but many of the Section 9 recommended actions are embedded in the facilities projects envisioned, as described on the following pages.



Example page from a Marketing Plan, Appleton Public Library, Appleton, Wisconsin

Section 10: Implementation Plan

Administration Near-Term

After the past year of study, assessment, and review of this Master Plan, it is time to build consensus for improvement of facilities, services, and programs that will yield new Branch Libraries in Winter Springs, Oviedo, and Sanford. Initial objectives focus on SCPL's Administrative span across all Library operations:

- A1 Meet with Library Staff** about the new Master Plan so that everyone is aware of the data and is familiar with the Report findings. Staff support is vital to the success of any new strategies. Discuss implementation of the Master Plan. Establish concentric priorities with assignments on who will work on what aspect of the Plan with the understanding that there is a role for everyone. Use graphic charts to assign responsibilities and monitor the details of the Implementation Plan. Reinforce that the Master Plan can be changed, added to, or items eliminated if not needed. Identify potential staff and volunteers to assist with dissemination of Master Plan objectives to the community.
- A2 Meet with County staff** on the new Long-Range Master Plan. Identify who can assist with any proposed initiatives, such as recruitment of multilingual/multicultural staff and partnerships. Verify reporting channels required to keep everyone informed on issues and progress.
- A3 Meet with BOCC** on the details of the new Long-Range Master Plan. Identify ways that Board members can assist, such as maintaining support for the Library within County government and the public at-large.
- A4 Meet with the Friends** about the Master Plan and priority funding the Friends might be interested in providing, such as potential technology upgrades or funding the creation of a Library Foundation. The support of the Friends is critical, as they represent members of the community who have invested in the Library as a major community service and have the potential to advocate for new programs and services.
- A5 Develop a Marketing Plan** through collaboration by Library staff, the County PIO, and pro bono community experts. Do not over promise, so kickoff the Plan once a new Branch Library(s) is in place to help with delivery.
- A6 Solicit Public Feedback.** Develop a methodology for acquiring customer comments about the successes or failures of SCPL programs and services, as judged by the participants. This is an integral step in determining SCPL's performance in meeting the goals outlined in SCPL's Strategic Plan. Consider the Public Library Association's (PLA) Project Outcome for such a platform.

Near-Term Schedule of Priorities, 2023-2029

<i>no.</i>	<i>priority action</i>	<i>start</i>	<i>completion</i>
A1	Meet with Library Staff	2Q-2023	2Q-2023
A2	Meet with County Staff	2Q-2023	2Q-2023
A3	Meet with BOCC	2Q-2023	2Q-2023
A4	Meet with Friends of the Library	3Q-2023	3Q-2023
F1	Plan & Design New Branch Libraries	3Q-2023	4Q-2029
T1	Update the Technology Plan	3Q-2023	4Q-2023
C1	Update the Collection Development Plan	4Q-2023	2Q-2024
C2	Review Technical Processing	4Q-2023	2Q-2024
T2	Implement RFID	4Q-2023	4Q-2024
BF1	Develop a Two-Year Budget	1Q-2024	3Q-2024
CB1	Inform Residents	1Q-2024	3Q-2024
CB2	Discuss with Local Public Schools	1Q-2024	ongoing
S1	Develop a Staffing Plan	2Q-2024	4Q-2024
S2	Staff to Full Strength	2Q-2024	4Q-2028
PS1	Focus on Early Childhood Education	2Q-2024	ongoing
PS2	Identify Potential Service Partners	3Q-2024	ongoing
PS3	Strengthen Spanish Language Offerings	3Q-2024	4Q-2025
BF2	Implement Budget Allocation Changes	3Q-2024	4Q-2027
F2	Consider Immediate Service Expansion	4Q-2024	3Q-2025
F3	Identify Long-Term Capital Projects	4Q-2024	1Q-2025
T3	Implement Technology Improvements	4Q-2024	4Q-2026
A5	Develop a Marketing Plan	1Q-2025	3Q-2025
A6	Solicit Public Feedback	1Q-2025	3Q-2025
PS4	Establish Coding & Robotics Programs	1Q-2025	3Q-2025
BF3	Identify & Pursue Additional Funding	2Q-2025	ongoing
BF4	Form a Library Foundation	2Q-2025	4Q-2025
A7	Identify Achievements	2Q-2025	annually
A8	Tell the Library Story	3Q-2025	ongoing
A9	Assess Status of Staffing, Collection Development & Technology Plans	3Q-2025	2Q-2026
A10	Update the Implementation Plan	3Q-2025	annually
C3	Research Industry-Standard Shelving	4Q-2025	4Q-2026

Section 10: Implementation Plan

Customer Base Near-Term

CB1 Inform Residents about upcoming plans for new programs and services using all forms of media, then issue invitations to meetings with the Library Services Division Manager at open community events.

CB2 Discuss with Local Public Schools the Master Plan and consider providing all Third Grade students library cards at the beginning of each school year while promoting September as National Library Card Month.

Staffing Near-Term

S1 Develop a Staffing Plan. Assess personnel talent, assets, impediments, potential reassignments, and public service/professional interests. Verify the budget for staffing new Branch Libraries. Identify candidate multilingual/multicultural staff as recruitment priorities.

S2 Staff to Full Strength. Fill any vacant and recommended new positions, stressing multilingual and cultural skills ahead of the move to new Library space. Request new Admin positions over five years per SCPL priorities and/or the County's willingness to fill:

- Facilities & Sustainability Coordinator.
- Information Technology Manager.
- Assistant Library Director.
- Finance Manager.
- Marketing & Public Relations Coordinator.
- Library Clerks.

Facilities Near-Term

F1 Plan & Design New Branch Libraries. Commission a prototype Building Program Statement – detailed performance specifications for the design of space in three new Branch Libraries in Winter Springs, Oviedo, and Sanford. Consider forming a Teen Advisory Board (TAB) to assist with planning and design of Teen/Tween space, programs, and services.

F2 Consider Immediate Library Service Expansion by way of one or more Library Kiosks, potentially in Heathrow, Geneva, and Chuluota as demand dictates.

F3 Identify Long-Term Capital Projects. These include replacing Branch Libraries in Lake Mary and Longwood, relocating Library Administration and Technical Services to a new Administration Service Center, renovating the Central Library, a Tax Measure for stable funding of facility improvements, or any new ideas that surface.



Group Study Rooms are one of the most popular amenities in most U.S. libraries.

Section 10: Implementation Plan

Technology Near-Term

- T1 Update the Technology Plan.** Review technology resources and areas for improvement. Meet with technology vendors to improve performance and/or negotiate new contracts. Identify tech partners in the community who might act as advisors or pro bono contributors. Identify cost and budget for needs.
- T2 Implement RFID.** Initiate vendor contract negotiations, followed by purchase of tags and equipment.
- T3 Implement Improvements to Technology** upon building each new Branch Library. Purchase recommended new equipment with capital funds, including but not limited to:
- Self-check equipment and software.
 - Automated materials handling systems.
 - Lending laptops, tablets, hot spots, and power packs.
 - Digital signage.
 - An automated meeting room reservations system.
 - Collaborative computer stations.

Programs & Services Near-Term

- PS1 Focus on Early Childhood Education** in-Library and through an Outreach Services Plan to address unserved and underserved neighborhoods – implemented when staffing levels are at full strength.
- PS2 Identify Potential Service Partners.** Establish a target list of potential symbiotic partnerships. As the face of the community, potential partners could be School District liaisons and/or supporters of STREAM curriculum and an afterschool Homework Center, for examples. They can provide resources to assist the homeless through the Library, or speakers for a wide variety of public programs. County government has business experts with expertise in technology, marketing, and speakers for public programs on topics of interest. Businesses and food vendors can provide snacks for youth afterschool programs. Consider partnerships with arts exhibitors and in-residence artists, collaborators for literacy classes onsite, and sponsors for filmmaking classes and film festivals.
- PS3 Strengthen Spanish Language Offerings** with additional collections items, bilingual signage, and programs delivered in Spanish. A byproduct of this initiative is to recruit potential bilingual personnel hires.
- PS4 Establish Coding & Robotics Programs** for youth ages 7 to 17 at the Library or a Recreation Center. Solicit community and college tech experts to provide oversight. Request that the Friends supply materials.



Automated materials handling system sorting books into bins, circa 2010, enabled by RFID tags in each collection item for better inventory control, as well as rapid, more accurate sorting to get items back on shelves faster, Champaign Public Library, Champaign, Illinois

Section 10: Implementation Plan

Collections Near-Term

- C1 Update the Collection Development Plan.** Until new space becomes available, reallocate the book budget toward electronic items and new priorities of Spanish language materials, Teen resources, Early Childhood priorities, a potential Library of Things – identifying future collection needs.
- C2 Review Technical Processing.** Streamline collection processing through the purchase of shelf-ready materials from established vendors via an RFI/RFP process, including cost estimates for RFID tags.
- C3 Research New Industry-Standard Shelving** for the new Libraries based on guidelines presented in this Long-Range Master Plan. The results should be wider aisles and lower shelving – with all shelves in reach of people using wheelchairs, i.e. fully ADA-compliant.

Budgeting & Funding Near-Term

- BF1 Develop a Revolving Two-Year Budget Plan** for continued enhancements and future needs, including technology improvements and staffing increases. Consider how to prioritize the use of Library Impact Fees and take suggestions to the BOCC.
- BF2 Implement Changes in Budget Allocation** toward RFID-related technologies, Spanish language materials, Early Childhood, and Teen priorities.
- BF3 Identify & Pursue Additional Funding Sources.** Contact Seminole County's House of Representatives members to request they help appropriate Federal funds intended for public libraries to Seminole County as allocated through legislation. Identify potential grants SCPL would be well-positioned to receive for new facilities and technology. Consider non-traditional means of private-sector fundraising.
- BF4 Form a Library Foundation.** Cultivate philanthropy in a locale with capacity to financially support the Library through a 501(C)(3) Library Foundation using paid professional employees to raise funds. A Library Foundation's mission will be to seek substantial grants and private donors from numerous sources. Consider establishing a Foundation endowment for SCPL collections.



Merchandising new books in the collection, Santa Monica Public Library Central Library, Santa Monica, California

Section 10: Implementation Plan

End of Year One: Report on the Library

This first year will be an exciting time of celebration for the accomplishments of everyone involved to improve, redesign, and redirect SCPL toward a highly effective community-based, multilingual, and multicultural public library. Changes to this Implementation Plan may have surfaced and should be made. Roles and staff assignments can be re-assessed.

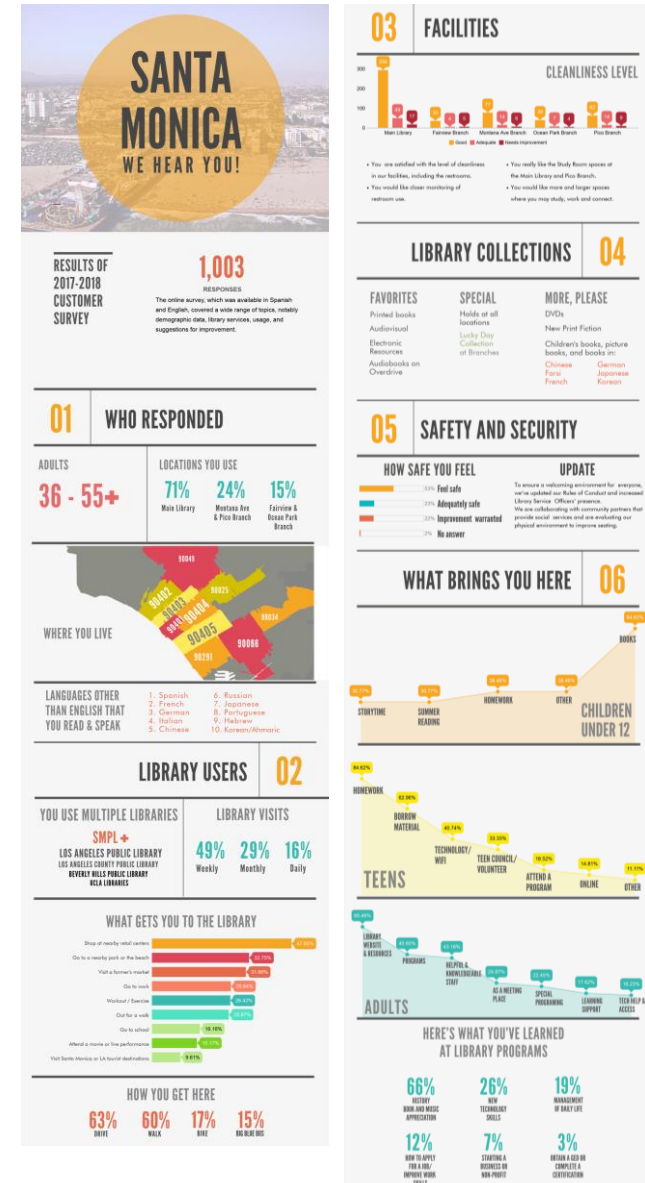
Staff should be focused on assisting customers in finding what they need, providing them with better technology, building collections that matter for learning and enjoyment, and the knowledge that the public library is their resource – a place for everyone. Additional administrative tasks include:

- A7 Identify Achievements** of the Implementation Plan and the status of Long-Range Master Plan recommendations.
- A8 Tell the Library Story** and solicit public comments. Focus on a Countywide community effort and use all media and languages.
- A9 Assess Status of Staffing, Collection Development & Technology Plans.** Make changes, additions, and incorporate new ideas. Inform all stakeholders.
- A10 Update the Implementation Plan** as necessary. Incorporate changes, suggestions, ideas from Staff, County employees, BOCC members, Friends, and the community at-large.

Plan Ahead: Ideas for Expansion of Services

Future plans should reinforce SCPL's five Strategic Plan goals: 1) expand the Library system; 2) be an innovation leader; 3) provide early literacy/promote life-long reading; 4) build strategic partnerships; and 5) build sustainability into all processes. As the first three new Libraries occupy their space, they will become places where the community is empowered to suggest ideas, plan their own programs, find technology resources, and assist with collection development. Until then, the role of the Library should continue to be inclusive, comfortable, and familiar – especially important for diverse communities of all ages.

In the meantime, SCPL, the County, BOCC, Friends, and various allies should increase the conversation about the Library throughout the community. It will be important to acknowledge and thank all partners and collaborators – to be excited about a future with a place that wants, solicits, and implements new ideas. It becomes a time to dream big about the future of the Library while representing the voices of the entire community.



Graphic example of reporting outcomes via public feedback, Santa Monica Public Library, Santa Monica, California

Section 10: Implementation Plan

Mid-Term Priority Recommendations, 2030 to 2036

Visible progress with programs and services should be noticeable after six months of occupying the space in the three new Libraries. The Consultants recommend the following actions for continuing the expansion of the Library system and resulting improvements to service that additional space will allow. Major capital projects of this term include replacing the Northwest and West Branch Libraries, moving into a new Administrative Service Center, then renovating Central Library – netting approximately 58,000 new square feet.

Administration Mid-Term

A11 Track Outcomes via Public Feedback. Refine methodologies for acquiring customer comments about successful outcomes for SCPL programs and services. Track SCPL's performance in meeting the goals.

Staffing Mid-Term

S3 Establish an Internship Program to develop homegrown multicultural Librarians via an accredited Master's Degree program in Library Science.

S4 Staff for an Expanding Library System. Add recommended positions, stressing multilingual and cultural skills, ahead of reopening the renovated Central Library.

Collections Mid-Term

C4 Incorporate wider aisles & lower shelves to facilitate easier browsing so as to increase circulation and collection turnover, continue weeding the collections in the Central Library ahead of renovation.

Customer Base Mid-Term

CB3 Inform Residents about new programs, services, and facilities using all forms of media, then issue invitations to meetings with the Library Services Division Manager at open community events.

Facilities Mid-Term

F4 Plan & Design the new Central & Branch Libraries. This includes soliciting a Building Program Statement and a design charrette for the renovated Central Library and updating the Building Program for Branches.

F5 Identify Long-Term Projects. Consider securing stable capital funding for new Branch Libraries in the lesser populated areas of the County, unforeseen facility improvements, or any other new ideas that surface.

Mid-Term Schedule of Priorities, 2030-2036

no.	priority action	start	completion
F4	Plan & Design the new Libraries	1Q-2030	4Q-2033
CB3	Inform Residents	2Q-2030	ongoing
A11	Track Outcomes via Public Feedback	3Q-2030	ongoing
S3	Establish an Internship Program	4Q-2030	4Q-2033
S4	Staff for an Expanding Library System	1Q-2031	ongoing
BF5	Plan a New Friends Bookstore	2Q-2031	4Q-2031
PS5	Create a Small Business Center	3Q-2031	1Q-2032
PS6	Create a Workforce Development Center	4Q-2031	2Q-2032
C4	Incorporate Wider Aisles/Lower Shelves	1Q-2032	4Q-2032
PS7	Develop a Digital Arts Lab	2Q-2032	4Q-2032
PS8	Cultivate Service Partners	3Q-2032	ongoing
T4	Update the Technology Plan	4Q-2032	annually
T5	Plan for Improvements to Technology	1Q-2033	ongoing
F5	Identify Long-Term Projects	2Q-2033	4Q-2033
BF6	Establish Library Foundation Goals	3Q-2033	4Q-2033
BF7	Refine the Two-Year Budget Plan	4Q-2033	ongoing
PS9	Explore an Artist-in-Residence Program	1Q-2034	4Q-2034

Section 10: Implementation Plan

Technology Mid-Term

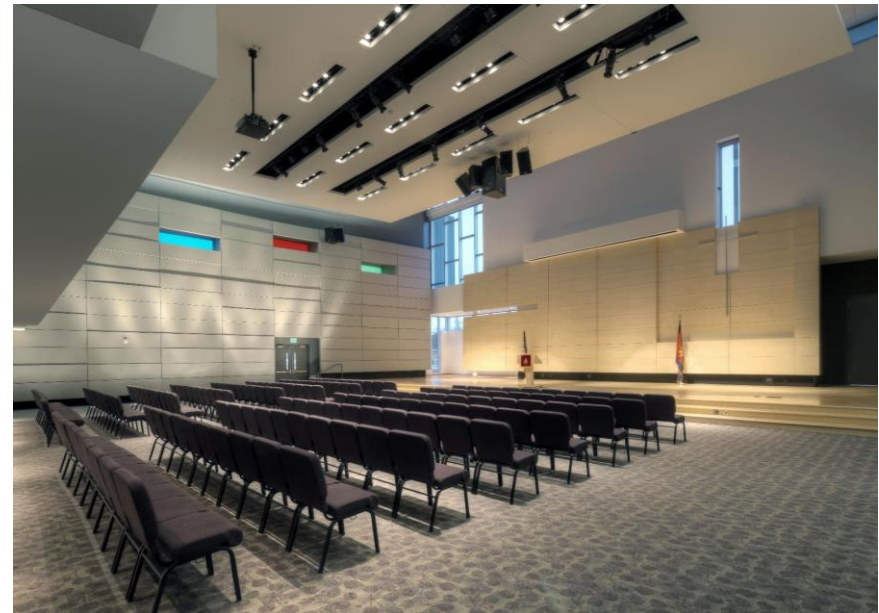
- T4 Update the Technology Plan.** Continually review technology resources and areas for improvement. Identify cost and budget for needs.
- T5 Plan for Improvements to Technology.** Use pilot project data from the newly constructed Branch Libraries to help recommend purchases of technologies for additional new Branch Libraries and the renovated Central Library.

Programs & Services Mid-Term

- PS5 Create a Small Business Center** in the Central Library as an incubator for start-ups and entrepreneurs throughout the County.
- PS6 Create a Workforce Development Center** in the Central Library, with classes on completing job applications, resume prep, and interviewing skills. Provide facilities and technology for online interviewing.
- PS7 Develop a Digital Arts Lab** in partnerships/collaboration with a local digital tech company and/or Seminole State College. Include audio and video recording facilities to support podcasts, filmmaking, song writing, etc.
- PS8 Cultivate Service Partners.** Continue to cultivate symbiotic partnerships as the needs of the community and existing partners evolve.
- PS9 Explore an Artist-in-Residence Program.** Consider a partnership with the Seminole Cultural Arts Council (SCAC) for a new program, which could entail providing space for individual artist fellowships.

Budgeting & Funding Mid-Term

- BF5 Plan a New & Improved Friends of the Library Bookstore** for the Central Library renovation. Investigate the legal possibilities of renting a vacated County Branch Library building to the Friends as their base of operations grows.
- BF6 Establish Library Foundation Goals** for continually increasing levels of funding as the Foundation finds its legs in the County, Central Florida, and beyond.
- BF7 Refine the Revolving Two-Year Budget Plan** for continued service enhancements and future priorities.



Example of a modern Multi-Purpose Meeting Room, with audio-visual technology & flexible lighting capabilities

Section 10: Implementation Plan

Long-Term Priority Recommendations, 2037 to 2043

By this juncture, the Master Plan will have shown its value for SCPL. Ensure every stakeholder and the general public are informed about SCPL by introducing new offerings two months after the opening of each new Library – thereby cultivating supporters and maintaining momentum for the Library system.

Administration Long-Term

- A12 Standardize Public Feedback.** Codify methodologies for determining SCPL’s performance in satisfying customers’ expectations via outcomes.
- A13 Review BOCC Goals.** As the County’s Comprehensive Plan is updated, refine SCPL policies and procedures to reinforce County goals.

Customer Base Long-Term

- CB4 Inform Residents** about the Library in an ongoing dialogue designed to gain feedback on customer satisfaction regarding SCPL-provided programs and services – as a means for measuring outcomes while marketing SCPL.

Staffing Long-Term

- S5 Staff Up for Branch Libraries.** Fill new positions, stressing multilingual skills, ahead of occupying additional Branch Libraries. Maintain an affordable balance between professional Librarian positions and para-professionals throughout the SCPL system.

Technology Long-Term

- T6 Update the Technology Plan.** Continually review technology resources and areas for improvement. Meet with technology vendors to improve performance and/or negotiate new contracts. Identify tech partners in the community who might act as pro bono advisors or contributors.
- T7 Implement Improvements to Technology** following vendor contract negotiations. Plan for relocation of technologies from the Interim to the new Central Library. Purchase recommended new equipment, including:
- A meeting room reservation system.
 - Collaborative computers with high-end software.
 - Audio-video capabilities in all gathering spaces.
 - Update SCPL’s mobile Library app.

Long-Term Schedule of Priorities, 2037-2043

no.	priority action	start	completion
A12	Standardize Public Feedback	1Q-2037	3Q-2037
A13	Review BOCC Goals	2Q-2037	3Q-2037
CB4	Inform Residents	3Q-2037	ongoing
S5	Staff Up for Branch Libraries	4Q-2037	2Q-2038
T6	Update the Technology Plan	1Q-2038	annually
T7	Implement Improvements to Technology	2Q-2038	4Q-2038
F6	Design & Construct Additional Libraries	3Q-2038	1Q-2039
F7	Retool Makerspaces	4Q-2038	2Q-2039
PS10	Host a Library Film Festival	1Q-2039	3Q-2039
PS11	Compile Local History & Archives	2Q-2039	4Q-2039
PS12	Celebrate Food Cultures & Stories	3Q-2039	1Q-2040
PS13	Develop New Programs	4Q-2039	ongoing
C5	Employ Evidence-Based Software	1Q-2040	3Q-2040
BF6	Refine the Two-Year Budget Plan	2Q-2040	ongoing
BF7	Support the Library Foundation	3Q-2040	ongoing



Self-check-out & express computers in the Lobby for a quick check of email.

Section 10: Implementation Plan

Facilities Long-Term

- F6 Design & Construct Additional Libraries.** As population growth dictates, design and build new 35,000 square foot Branch Libraries in communities such as Heathrow, Chuluota, and Geneva – as a strategy to reach 0.60 square feet per capita in total library space. Adapt the prototype Building Program Statement to meet evolving functional needs of the modern library.
- F7 Retool Makerspaces.** At each Library, improve the Makerspace(s) as needed to employ current market technologies. Consider multiple spaces each geared to different tools and technologies.

Programs & Services Long-Term

- PS10 Host a Library Film Festival.** Seek a collaboration for an annual Seminole County film festival held indoors and outdoors at the Central Library, with speakers, filmmaker labs for youth, productions, etc.
- PS11 Compile Local History & Archives,** with video histories of local residents of all ages and their stories.
- PS12 Celebrate Food Cultures & Stories.** Collaborate with local restaurants and chefs on programs for children and adults, with history and stories about foods and their cultural origins. Provide areas for meals with families and friends, outdoors, in the Library, even between the book stacks.
- PS13 Develop New Programs** in partnerships with residents, as new customers are attracted to the ample spaces and amenities of the expanded Library system.

Collections Long-Term

- C5 Employ Evidence-Based Selection Software.** Procure software such as *Collection HQ* or equivalent to help select materials for Adults, Teens, school kids, Early Childhood, Spanish language, and all other formats. Optimize the use of ILS data in tracking customer preferences for books and media.

Budgeting & Funding Long-Term

- BF6. Refine the Two-Year Budget Plan** for continued service enhancements and future needs – based on evolving priorities of the County, the community at-large, and trends in public library service delivery.
- BF7. Support the Library Foundation** by planning office space in the Central Library for paid Foundation staff and volunteers. Continually collaborate with the Foundation Board on a list of viable candidate programs for subsidy. Use Libraries as showcases for Foundation events and fundraising.



A large open Makerspace that can convert into multiple uses.