Enriching Lives, Engaging Minds

Seminole County Public Library System
2011-2016
Long Range Plan

Prepared by
Seminole County Public Library Services Planning Committee

August 2011
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Acknowledgements & Adoption

The Seminole County Public Library System 2011-2016 Long Range Plan was prepared through a collaborative and interactive process between Library staff, the Library Advisory Board and the community. The Seminole County Board of County Commissioners acknowledges the direction set forth in this Plan through adopting the refined mission, vision, objectives and implementation strategies in September 2011.

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Executive Summary

The graphic on the following page serves as the Executive Summary for the Seminole County Public Library System 2011-2016 Long Range Plan. The front page presents our mission, vision, objectives and approach to providing services and success measures. The back of the graphic provides implementation strategies for each of our five (5) objectives: Equal Access, Customer Focus, Library Environments, Engagement and Sustainability.
### Area Characteristics
- Seminole County has a population of approx. 425,000
- Population expected to increase by 25,000 by 2015
- 162,300 households
- Median Household Income = $60,780 (highest in the Orlando Metro area)

### Library System Numbers
- Over 70% of Seminole County residents have library cards
- Central branch has 50,000 SF; four smaller branches have 12,000 SF each
- System has in excess of 580,000 volumes
- 2,117,998 items are checked out per year
- Volumes per capita is significantly less than statewide standard of 2/capita
- Over 4,000 people per day visit the five branches.
- Over 1,129,368 people visit the Seminole County Public Library in person each year.
- Customers asked the Librarians at Reference/Information Desks 1,234,673 questions annually
- The library presented 1,987 reading information and literacy programs attended by more than 64,240 people each year
- In 2009/10 - 21 adult programs with 813 participants; 10 youth programs with 109 participants & 1,956 children’s programs with 63,323 participants
- Over 2 million hits to library web pages per month

### Mission
Enriching Lives, Engaging Minds

### Vision
The Seminole County Public Library System will be recognized as the community’s resource for life-long learning.

### Objectives
- **EQUAL ACCESS** - Assure equal access to information, ideas and knowledge through our collections, programs, resources and services
- **CUSTOMER FOCUS** - Deliver outstanding customer centered service, resources and programs that promote life-long learning
- **LIBRARY ENVIRONMENTS** - Create welcoming, inspiring and comfortable library environments
- **ENGAGEMENT** - Engage our citizens, community partners, the Board of County Commissioners, staff, Advisory Board and the Friends of the Library in a manner that increases awareness of our resources and builds support
- **SUSTAINABILITY** - Develop sustainability through effective and efficient organizational structure and by securing traditional and alternative funding.

### Our Approach
- Increase community awareness and support by creating identifiable brand and proactive promotion programs
- Excel in customer focus by adapting to customer needs
- Plan, implement and maintain improvements to Library facilities
- Leverage current funding and resources to enhance facilities, resources, programs and services
- Explore new technologies as they become available
- Increase customer access to library services 24/7 through the “Virtual Branch”
- Enhance programs and services through partnerships, community volunteers and sponsorships
- Effectively engage and support the Library Advisory Board and Friends of the Library to serve as advocates
- Support an organizational structure that can quickly adapt to changing trends and customer needs
- Secure funding for the Library through traditional and alternative sources

### Success Measures
- Robust membership and attendance
- Viewed as a key community asset
- Active participation and support of the Library Advisory Board, Friends of the Library and community partners
### Equal Access
- Offer books, resources, programs and services that anticipate customer needs
- Conduct needs assessment to determine customer and non-customer desires for improvements to programs and services, including expansion to underserved populations
- Provide innovative services that are easily accessible, convenient and easy to use, such as eBooks and downloadable
- Use technology to provide access to remote services (24/7)
- Celebrate the benefits of diversity by providing innovative ways to bring people and ideas together
- Enhance emergent literacy and information fluency programs
- Evaluate opportunities to provide programs, materials and services off-site/remote

### Customer Focus
- Maintain an organizational structure with service standards that are customer centered
- Make knowledge seekers welcome by providing a trusted source for expert knowledge, skilled in the evaluation of information, and an authority on local services
- Provide opportunities for our staff, Advisory Board, Friends of the Library, volunteers and community partners that result in innovative services that make a difference in people’s lives

### Library Environments
- Create unique and flexible library environments that reflect the interests and culture of our vibrant neighborhoods
- Engage professionals to provide space planning and design services for the optimal use our facilities
- Develop, implement and maintain a consistent sign policy
- Ensure library environments and resources are safe though facility planning and public safety management
- Maintain clean and inviting library facilities to reflect the County’s investment and commitment to providing public library services

### Engagement
- Support and expand community outreach initiatives
- Create uniform brand to be used on all communication media, signage and marketing
- Provide open, consistent internal and external communications
- Employ a holistic approach to engage the community using traditional media, alternative media, guerilla marketing, social media, partnerships and other technologies
- Effectively communicate the Library’s return of investment to the citizens
- Engage the Library Advisory Board and Friends of the Library to create a culture of creativity, innovation, optimism and advocacy

### Sustainability
- Allocate and expend annual budget to achieve mission and objectives
- Develop a 5-year capital improvement program and update annually
- Explore alternative funding sources
- Transform with changing trends, technology and customer needs
- Demonstrate sound financial integrity and stewardship
- Leverage community partnerships to explore and implement new trends in providing services
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I. Our Library System

The Seminole County Public Library System, established in 1978 by action of the Seminole County Board of County Commissioners (BCC), is a division of the Seminole County Leisure Services Department. The BCC has defined the provision of library services as a program that has the ultimate purpose of making educational and informational resources available to the public while providing literacy and reader's advisory services. The BCC identifies the following as primary focus areas for the Seminole County Public Library System.

- Information, research and reader’s advisory services
- Circulation of books and customer accounts
- Materials procurement and distribution
- Literacy and readers' advisory services for youth and families

II. Plan Purpose

The purpose of the Seminole County Public Library System Long Range Plan is to guide the development of library services and resource allocation to meet the needs of Seminole County's diverse community, realizing the ever changing technologies and static budget. The Long Range Plan will serve as a tool to guide the activity and use of resources over the next three (3) to five (5) years. A long range plan is required to be adopted by the governing body for a public library system to apply for the State Aid to Libraries Grant.

III. Planning Process

The planning process used to prepare this 2011-2016 Seminole County Public Library System Long Range Plan centered on the collaboration and facilitation of our professional staff, management, Library Advisory Board, volunteers and customers. The following outlines major activities conducted in developing this Long Range Plan.

- The Library Services Management Team functioned as the Planning Committee in preparing this Long Range Plan. The Management Team is comprised of the Leisure Services Director, Library Services Division Manager, Regional Branch Managers, Library Resources Manager and the Public Services Resources Manager. Representatives from the County's continuing planning services consultant, HNTB, and their consultant, HHI Design/RERC, provided facilitation, documentation and plan production services. Representatives from the Planning Committee met over nine (9) times to discuss the Long Range Plan.

- This Long Range Plan builds on the previous plans prepared by the County including the "Investments for the Future" 1996-2000 Strategic Plan and the "Redefining the Future" 2001-2010 Strategic Plan. The Library System's mission, vision
and objectives were reevaluated to determine how best to provide library services for Seminole County over the next three (3) to five (5) years.

- The Planning Committee reviewed and assessed a variety of data pertaining to the Seminole County community, existing libraries facilities and services, budget and other community factors. Information related to award winning library systems, located locally, within the state and throughout the nation, were discussed to identify trends and common themes in providing award winning library services that have community support.

- The Florida Library Association Standards for Florida Public Libraries latest version was used as a guide in the development of this Long Range Plan. A copy of the Standards is provided in the appendix for future reference.

- The Planning Committee reviewed in detail the community input that was received from each of the five (5) branches on January 25, 2011, Florida Library Snapshot Day. This information was instrumental in redrafting the Seminole County Public Library System’s mission, vision, objectives and implementation strategies. A summary of this event is provided in Section VI.

- Representatives from the Seminole County Public Library System Planning Committee and the consultants toured each of the County’s five (5) library branches to assess existing conditions, observe customer usage and interview branch staff and available volunteers.

- Three (3) workshops were held with the Library Advisory Board to discuss the development of the Long Range Plan. The first workshop was held on February 28, 2011 where the Library Advisory Board and Planning Committee participated in a Strength, Weakness, Opportunities, Threats and Trends (SWOTT) exercise. The results from this exercise were used to draft a new working mission, objectives and strategies that were presented to the Library Advisory Board on March 28, 2011. The final Long Range Plan Framework and refined mission, vision, objectives and implementation strategies were reviewed and discussed on June 27, 2011. The final Long Range Plan was presented to the Library Advisory Board for adoption on August 29, 2011.

- In May 2011, the Library Services Division Manager and Planning Committee reached out to all Library Services Division staff to review and comment on the draft Long Range Plan Framework. A questionnaire was distributed that presented the proposed planning framework. Eighty-eight (88) staff members were asked to participate in the review process; seventy-seven (77) questionnaires were returned and reviewed.

- Following a review of the questionnaire results, the Planning Committee met and refined the Long Range Plan Framework, drafted a new mission, prepared a vision and reworked the objectives and implementation strategies.

- The Long Range Plan will be presented to the BCC for adoption prior to being forwarded to the Florida Department of State, Division of Library and Information Services.
IV. Statutory Standards & State Aid

The State of Florida recognizes the importance of free access to public libraries and their role in improving the State’s educational foundation and enriching the lives of its citizens. The State authorizes the State Aid to Libraries Program through Chapter 257, *Florida Statutes*, and is funded by annual appropriations from the Florida Legislature. There are three (3) grant types available: 1) Operating, 2) Equalization, and 3) Multicounty. The Florida Department of State, Division of Library and Information Services is responsible for administering the State Aid Grant Program. According to the *State Aid to Libraries Grant Guidelines & Application FY 2011-2012* the primary program goals are:

- Provide equal access to free public library services to all residents of the service area of participating governments.
- Coordinate library services throughout the service area.
- Provide consistent plans, programs, policies and procedures in the operations, maintenance and development of library services throughout the service area.

The only library standards that are enforceable by law in the State of Florida are provided in Chapter 257 of the *Florida Statutes*, and they only apply if the Library System seeks to apply for and receive funds through the State Aid to Libraries Program. This program provides assistance to local public libraries to develop and maintain services that provide equal and free public access to library services. The criteria for governing bodies to receive state aid grants include the following:

1. Governing body designates the library administrative unit.
2. Library services are operated by an employee of the library system and governing body that has completed at least a Master’s Degree from a program that has been accredited by the American Library Association and have at least two (2) years of full-time paid professional library experience following graduation. The place of employment where the experience was gained must have been a public library that is open to the public for at least forty (40) hours per week.
3. Funds must be centrally expended.
4. Provide for reciprocal borrowing and other library services pursuant to interlocal agreements.
5. Have at least one library facility open forty (40) hours per week.
6. Have a long range plan, annual plan of service and an annual budget.
7. Participate in joint planning/coordination of library services with libraries within the county that receive state aid operating grants.

The Seminole County Public Library System meets each of the aforementioned criteria and participates in the State Aid to Libraries Grant. In fiscal year 2011, Seminole County was awarded $133,669 through the State Aid Libraries Operating Grant Program. This Long Range Plan will be submitted with the County’s FY 2011-2012 grant application, which must be postmarked by October 1st.
V. Standards for Florida Public Libraries

The Florida Library Association (FLA) in cooperation with the Florida Department of State, Division of Library and Information Services have produced and updated standards pertaining to the operation of public libraries. The Standards for Public Libraries version that was drafted in 2004 and revised in 2006 was used to evaluate the level of services provided by the Seminole County Public Library System in this Long Range Plan. It is noted that Standard 52, covering reasonable funding levels, was updated in April of 2010.

The FLA has adopted “Core Standards” that are seen as being essential to the fundamental operations of a public library system. These “Core Standards” are part of a comprehensive standards list. The standards use three (3) different levels of service classifications in defining how well an agency meets each standard. These levels are as follows:

1. Essential: Agency meets the basic level of services expected for a library system.
2. Enhanced: Agency exceeds basic level and provides expanded services.
3. Exemplary: If an agency meets this level then it is considered to provide the best and highest level of service.

It is noted that these standards are not a legal requirement; however, they are viewed as “best practices” for the professional delivery of public library services. These standards are referred to in the Assessment & Observations Section and a copy is provided as an appendix to this Long Range Plan.

VI. Assessment & Observations – “Past to Present”

The following provides an overview of the Seminole County Public Library System as of July 2011. This section provides an overview of current conditions, community attitudes and comparison to applicable Standards for Florida Public Libraries as defined by the FLA. The comparison to the FLA Standards is discussed under the “observation” section for each evaluation element.

A. Community Change

Seminole County, and the nation as a whole, has experienced immense challenges since the drafting of the Library's 2001-2010 Strategic Plan. These challenges have included terrorist attacks on September 11, 2001 and the worst recession in recent history. Today, funding for public services has been reduced due to economic conditions of global proportions and falling tax revenues resulting from a failed housing market. Unemployment is the highest it has been in several generations, including a rate of over 10% in Seminole County. These challenges have caused tremendous negative economic impacts; however, they have also resulted in an increased sense of patriotism and acknowledgement of the importance of community.

Public libraries have played a vital role in building communities throughout American history. They provide free public
access to information, entertainment, education, e-government services, job search and small business assistance. Libraries provide programs and services that promote life-long learning and environments that serve as havens for children and families. Today, these services are even more important because so many of our residents need assistance.

The 2001-2010 Strategic Plan emphasized facility expansion. However, due to the challenges referenced above and the direction given by the BCC, the focus of the Seminole County Library Service over the past years has been to provide the “best” services possible with existing resources – “provide more with less”. Based on this understanding and the current and near future economic conditions, this Long Range Plan focuses on reanalyzing the Division’s mission, vision and objectives and identifying implementation strategies that can be achieved in today’s reality.

B. Area & Characteristics

According to the US Census Bureau, Quick Facts, Seminole County’s 2010 population was 422,718. Since 2000, the population has grown 15.8%. Today there are about 162,300 households established within the County with a median yearly income of $60,780, which is one of the highest of the Orlando metropolitan area. The Hispanic population in Seminole County is nearly 15%. The following population projections as of April 1, 2010 for the next 30 years are presented below.

<table>
<thead>
<tr>
<th>Census April, 2010</th>
<th>Population Projections, April 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminole County 422,718</td>
<td>2015</td>
</tr>
<tr>
<td>Low</td>
<td>428,700</td>
</tr>
<tr>
<td>Medium</td>
<td>445,300</td>
</tr>
<tr>
<td>High</td>
<td>464,400</td>
</tr>
</tbody>
</table>
C. Branch Locations & Accessibility

The Seminole County Public Library System operates five (5) library branches which include the Jean Rhein Central Branch Library located in Casselberry, the Northwest Branch Library located in Lake Mary, the West Branch Library located in Longwood, the North Branch Library located in Sanford and the East Branch Library located in Oviedo. Each of the branches is located within a major population center of the County.

Customers can access library branches fifty-six (56) hours per week. Each branch is open Monday through Thursday 9:00 am to 8:00 pm, Saturday 9:00 am to 5:00 pm, and Sunday 1:00 pm to 5:00 pm. Each library branch is ADA accessible.

**Observations/Recommended Actions**

- Seminole County exceeds the FLA Standards for Public Libraries. Essential standards for operations. To meet the Essential level a library branch shall be open to the public for a minimum of 40 hours. To be considered an Enhanced level of service the Library must have at least one of its branches open 68 hours per week; 20 of those hours must be on evenings/weekends.
- In May of 2008, in response to budget and economic conditions, it was decided to close each of the branches on Fridays. It is noted that there have been recent public requests to reopen at least one of the branches on Fridays. The Seminole County Public Library System will evaluate how Friday hours may be achievable, based on available funding.
D. Virtual Branch

The Seminole County Public Library System’s Virtual Branch is accessible 24 hours a day/seven days a week at www.seminolecountyfl.gov/libraries. Recently, the Seminole County Public Library System became accessible through the social networking sites through the Leisure Services Department. The Seminole County Library has access to electronic books (eBooks) and audiobooks through their Virtual Branch. The Virtual Branch also provides web pages in Spanish.

Observations/Recommended Actions

- Seminole County Public Library Services Division is responsible for regularly updating the website or Virtual Branch and recently has made improvements to provide greater access to information and ease of navigation.
- The Seminole County Public Library System plans to continue to enhance web-based services and access with such programs as live on-line “Ask a Librarian” chats, increased databases and on-line programs. They will also try to create their own direct connection to social media outlets.
- Consideration should be given to dedicating a professional staff member to oversee the day-to-day management and resource/reference capabilities of the Virtual Branch to increase customer service.

E. Operations, Staffing & Funding

The Seminole County Public Library Services Division is funded primarily by the BCC with supplementary state funds through the Florida State Aid to Libraries Grant Programs and additional support through the Friends of the Library. They currently have budgeted 70 FTE (full-time equivalent staff). The Library Services Division Manager is responsible for all library operations, including personnel, planning and evaluation. The Library Services Division Manager strives to maintain an open flow of information and communication with all staff and volunteers. Each Regional Branch Manager is required to have a Masters Degree in Library Science from an ALA accredited program; 5 years post-professional experience with 3 years of that in a supervisory capacity at a public library. The Seminole County Public Library has an operations manual that addresses staff development and uses Seminole County employee orientation programs, policies and procedures. The following graphic provides an overview of the Library Services Division 2011-2012 Budget.
### Seminole County Government
Fiscal Year 2011/12 Budget Worksession Document

#### Leisure Services

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>FY 2008/09 Actual</th>
<th>FY 2009/10 Actual</th>
<th>FY 2010/11 Adopted</th>
<th>FY 2010/11 Amended</th>
<th>FY 2011/12 Worksession</th>
<th>Actual Variance</th>
<th>Amended Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>4,340,168</td>
<td>3,940,149</td>
<td>3,953,142</td>
<td>3,953,142</td>
<td>3,682,146</td>
<td>-7%</td>
<td>-7%</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>558,861</td>
<td>481,785</td>
<td>744,914</td>
<td>745,711</td>
<td>687,348</td>
<td>43%</td>
<td>-8%</td>
</tr>
<tr>
<td>Grants &amp; Aids</td>
<td>127,894</td>
<td>127,924</td>
<td>127,924</td>
<td>127,924</td>
<td>-</td>
<td>-100%</td>
<td>-100%</td>
</tr>
<tr>
<td>Subtotal Operating</td>
<td>5,024,763</td>
<td>4,548,858</td>
<td>4,825,880</td>
<td>4,826,777</td>
<td>4,349,494</td>
<td>-4%</td>
<td>-10%</td>
</tr>
<tr>
<td>Internal Charges / Other</td>
<td>512,772</td>
<td>840,368</td>
<td>985,193</td>
<td>987,887</td>
<td>708,007</td>
<td>-16%</td>
<td>-26%</td>
</tr>
<tr>
<td>Total Operating</td>
<td>5,537,535</td>
<td>5,380,226</td>
<td>5,811,173</td>
<td>5,814,664</td>
<td>5,057,501</td>
<td>-6%</td>
<td>-13%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>778,172</td>
<td>816,355</td>
<td>870,076</td>
<td>870,076</td>
<td>981,859</td>
<td>20%</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>6,313,707</strong></td>
<td><strong>6,206,581</strong></td>
<td><strong>6,681,249</strong></td>
<td><strong>6,684,740</strong></td>
<td><strong>6,039,360</strong></td>
<td><strong>-3%</strong></td>
<td><strong>-10%</strong></td>
</tr>
</tbody>
</table>

#### Source of Funding

<table>
<thead>
<tr>
<th>FY 2008/09 Actual</th>
<th>FY 2009/10 Actual</th>
<th>FY 2010/11 Adopted</th>
<th>FY 2010/11 Amended</th>
<th>FY 2011/12 Worksession</th>
<th>Actual Variance</th>
<th>Amended Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>6,185,952</td>
<td>6,076,576</td>
<td>6,496,139</td>
<td>6,498,833</td>
<td>5,811,303</td>
<td>-4%</td>
</tr>
<tr>
<td>Library-Impact Fee</td>
<td>13,763</td>
<td>57,087</td>
<td>100,000</td>
<td>100,000</td>
<td>221,763</td>
<td>260%</td>
</tr>
<tr>
<td>Libraries - Designated</td>
<td>113,992</td>
<td>72,535</td>
<td>85,110</td>
<td>85,907</td>
<td>6,274</td>
<td>-91%</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>6,313,707</strong></td>
<td><strong>6,206,581</strong></td>
<td><strong>6,681,249</strong></td>
<td><strong>6,684,740</strong></td>
<td><strong>6,039,360</strong></td>
<td><strong>-3%</strong></td>
</tr>
</tbody>
</table>

#### Staffing Summary

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>59.00</td>
<td>53.00</td>
<td>53.00</td>
<td>53.00</td>
<td>51.00</td>
<td>-4%</td>
</tr>
<tr>
<td>Part-Time</td>
<td>24.00</td>
<td>17.00</td>
<td>17.00</td>
<td>17.00</td>
<td>16.00</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total Permanent FTE</strong></td>
<td><strong>83.00</strong></td>
<td><strong>70.00</strong></td>
<td><strong>70.00</strong></td>
<td><strong>70.00</strong></td>
<td><strong>69.00</strong></td>
<td><strong>-1%</strong></td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>83.00</strong></td>
<td><strong>70.00</strong></td>
<td><strong>70.00</strong></td>
<td><strong>70.00</strong></td>
<td><strong>69.00</strong></td>
<td><strong>-1%</strong></td>
</tr>
</tbody>
</table>
Observations/Recommended Actions

☑ The library currently falls short of the Essential level of service of having 3 FTE per 1,000 population. To achieve the Essential level of service, the library would need to have approximately 125 FTE. The library does have nearly 100 volunteers that assist staff with operations and customer service tasks. The volunteers provide approximately 10,000 staff-hours annually. The services provided by the volunteers equate to an additional 5 FTE for a total of approximately 75 FTE as of August 2011.

☑ The library shall continue its efforts to augment staff with trained volunteers in addition to annually determining professional staff position needs.

☑ The Seminole County Public Library System will seek to increase its professional staff to support the management of its Virtual Branch, increase its community outreach/public presence and in acquiring alternative funding (i.e., grants, partnerships, sponsorships, donations).

☑ The library will continue its efforts in providing and encouraging participation in continuing education for their professional and support staff to meet FLA Standard #59.

☑ The current funding level per capita is approximately $16. This is nearly one-half (½) of the state average operation expenditures per capita. To augment its budget, the Seminole County Public Library Services Division will work toward increasing funds through the BCC. They will continue to seek alternative funding through such sources as grants, partnerships and sponsorships. The Seminole County Public Library System will also investigate the potential of implementing dedicated funding measures.

☑ The Seminole County Public Library Services Division currently does not have a five-year capital improvement program (CIP) to submit as part of its annual budget process. A CIP identifies and prioritizes improvements to the physical plant/site and expansion of library facilities and branches. The planning process identified the need to work with the Leisure Services Department in preparing and submitting a CIP starting in the 2012-2013 fiscal year.

☑ The Seminole County Public Library System will continue to expend at least 1% of its overall operating budget in an effort to increase community relations and public presence. This effort includes marketing, outreach and public awareness. In the next fiscal year, the Library will conduct a customer needs assessment to determine desired services, collections and programs on a branch-by-branch and countywide basis.

F. Library System Services, Programs & Participation

The Seminole County Public Library System prides itself on providing access to free information, outstanding customer service and access to life-long learning opportunities. This section provides information pertaining to the delivery of services and customer participation. Per the FLA, the Seminole County Public Library System maintains and regularly updates the following written policies.

- Use of Facilities and Displays
- Rights and Responsibilities of Customers
- Children’s Use Areas
- Collection Development Plan
- Technology Use
1. **Library Cards/Accounts**

Approximately 70% of Seminole County residents have a library card. Library cards are free to Seminole County residents and can be used at any branch. As reciprocal borrowing partners, Orange County and Lake County library card holders can get a free Seminole County library card by presenting their county card and valid identification; however, holder's of these cards can only check out materials over the counter. Other non-residents can purchase a Seminole County Library card for an annual fee of $50.00.

The following summarizes the Seminole County Public Library's checkout/charges/fines policies as of July 31, 2011. Charges for materials that are not returned by the due date will start to accumulate the next day, at the rate of $0.20 per item per day. There is a $10.00 maximum fine per item. To use any library service an individual must be in the County's database (card holder) and have a zero balance on their accounts. An individual will lose the privilege to checkout materials, use the internet or hold/reserve materials if they have a balance on their account. The Seminole County Board of County Commissioners Resolution 2009-R-34 governs the charging and collection of fines and fees for overdue, damaged or lost materials.

### Observations/Recommended Actions

- Having 70% of the county's residents registered for a library card, exceeds the FLA Enhanced level of service which is 50%.
- The library is just shy of the 75% Exemplary FLA rating in this category and will continue its efforts to sign up new members to obtain this level of service.
- The Seminole County Public Library System will continue to reassess fines, fees, charges and collection procedures on an annual basis to ensure good stewardship of the County's resources.
- They will also continue the annual practice of purging their database of customers that have not accessed their accounts within a three (3) year period.
2. Visitation

Over 4,000 people per day and 1,129,368 people per year visit the Seminole County Public Library System. Seminole County's Virtual Branch web pages are visited over 2,000,000 times per month.

Observations/Recommended Actions

- The Seminole County Public Library System will continue to enhance their marketing, promotions and outreach programs to increase overall visitation.
- In the next fiscal year, the Library Services Division will conduct a customer needs assessment to determine desired services, collections and programs on a branch-by-branch and countywide basis.

3. Collections

Seminole County Public Library System currently has in excess of 580,000 volumes which equates to approximately 1.37 volumes per resident. This is below the Essential or basic level of services as defined by FLA standard of two (2) volumes per capita.

Nearly 2.2 million items are checked out annually and anticipated to exceed 2.5 million within the next fiscal year. The Seminole County Public Library System also provides access to audio books, magazines and newspapers. Library Card holders can locate and place a hold or reservation on any book in the County's collection through the Online Catalogue or by calling a branch. If a desired book within the County's collection is not at the desired branch, a request can have the book sent to the closest branch for the customer to check out. The library will automatically notify customers when the book is ready for check out either through email or “tele-messaging”. The library offers a “Homebound Mail Service” for those that are not physically able to travel to a library branch.

The Seminole County Public Library System provides access to thousands of books and research/reference tools, as well as millions of magazines and journal articles through their Virtual Branch. Available 24 hours per day, seven days per week, these materials can be easily viewed on any computer. In addition, in the Fall of 2011, a digital downloadable library of electronic books and audiobooks will be available. Digitized audiobooks and eBooks may be checked out and downloaded onto a variety of eBook readers and portable devices. Customers may have access to all the Virtual Branch materials by keying in their library card account number.

Large print books can be found at each branch or ordered through the on-line catalogue. Spanish language materials are also available. Through reciprocal borrowing agreements, Seminole County Public Library customers also have access to walk-in book collections through the Orange County and the Lake County library systems.
As of July 31, 2011, circulating collections can be checked out for a maximum of 3 weeks. The Library Services Division Manager may set a maximum checkout period of two weeks for “high-demand” materials. A customer can check out a maximum of twenty-five (25) items on their account. It is noted that the first time a customer uses their library card they can only check out three (3) items. An item can be renewed on-line, or by calling the Library System’s automated telephone system at 407-677-2610 for an additional period of time (up to 3 times), if there is not a reservation or hold in effect for another customer.

Customers can check out materials at any branch as well as return materials to any branch (even a different branch from where it was checked out). Outside book drop boxes are located at each branch for ease of access and return when the branch is not open.

### Observations/Recommended Actions
- The Seminole County Public Library System currently has 1.37 volumes per resident, which is below the FLA Essential or basic level of service.
- The Seminole County Library System will strive to increase its collections to meet the Essential level of service of 2 volumes per capita.
- They will also enhance access to electronic collections (eBooks, audiobooks, CDs and DVDs).

### 4. Reference Support

Librarians at the Seminole County Public Library Branches’ reference/information desk are asked over 1,234,673 questions annually. Telephone reference support is available at each branch during normal operating hours, providing 56 hours per week of access to library professionals. Questions and reference requests will be answered within 48 hours when submitted through the “Ask a Librarian” program.

### Observations/Recommended Actions
- The County will investigate ways to provide live, on-line support through the "Ask a Librarian" program.

### 5. Computer/Technology Access

The Seminole County Public Library System currently provides 84 computer stations that have internet access. Free internet access, including wireless, is available at each branch. Use of the computers is free for the library card holder. Reservations are required for computer use and require a current library card that carries no fines. Card holders that owe fines are currently blocked from making reservations for computer use. Same day reservations can be made in person at each library branch or over the phone. Non-residents can reserve computers for a fee of $1.00 charge for a forty-five minute session.
Sound capabilities are available on many of the computers; however, computer users must bring their own headphones or ear buds to access to the sound system. Software including Microsoft Office Word, Excel, PowerPoint and Publisher is available on the public computers at each branch library. Business Plans Pro is available at designated computers.

### Observations/Recommended Actions
- The FLA Essential standard for the number of operating computer workstations is 1 per 3,000 people.
- To meet the Essential level of service the library would need to have access to approximately 140 computer workstations.
- The Seminole County Public Library System will continue to increase access to public computers and improve technologies, equipment, software, programming and services as budget or other funding opportunities allow.

#### 6. Public Meeting Rooms

Each branch has community meeting rooms that can be used free of charge for not-for-profit purposes. There is a rental fee for “profit” groups/organizations/businesses.

### Observations/Recommended Actions
- The Seminole County Public Library System has recognized the need to provide meeting rooms/areas to support programs and services, as well as to provide spaces that provide opportunities for the community to come together.
- The meeting rooms will be maintained and organized in a manner that maximizes the customer experience and optimizes space.
- Meeting room rental policies and fees will be reassessed on an annual basis.

#### 7. Copiers

Copiers are available at each branch location. There is a fee for making copies.

### Observations/Recommended Actions
- There have been requests by the public to provide fax capabilities and scanners to augment the copier service.
- The Seminole County Public Library will evaluate the ability to add these services as funds and opportunities become available.
8. Program Participation

The Library System presents nearly 2,000 reading information and literacy programs that are attended by more than 64,240 people each year.

The Seminole County Public Library System is known for providing award winning emergent literacy programs. Fun, interactive story times for children from babies to pre-kindergarten include specific, carefully planned curriculum with stories, puppets, songs and finger plays. Early literacy concepts and tools are demonstrated and taught to parents and caregivers to establish a legacy of reading.

School age children enhance their reading skills and learning with weekly after school programming such as Confetti Club and special holiday and summer events. Examples of recent free summer programs geared to children from kindergarten to 5th grade include “All-a-Board” (indoor board games & other activities), Lyndel the Magician, Jiggleman, Mariposa Martinez and More Tales from Latin America, Tricky Dog Show, and Didgeridoo Down Under. These summer specials resulted in an attendance of over 4,000. From June 1st to July 27th, the new Chess Clubs for ages 6 – 16, brought 847 kids into the North Branch library and East Branch Library to sharpen their brains and strategy skills.

In June and July 2011, the Library offered a travel themed (Novel Destinations) variety of programs for Seminole County adults. Nearly 400 attended author talks and entertaining professional lectures on Exploring Florida’s Backcountry, Smart Packing, Digital Camera Tips, Perfect Vacation Shots, 50 Great Walks in Florida and Scrapbooking Vacation Memories.

The Seminole County Public Library has a very popular and responsive “Business Matters” program. The program has a dedicated webpage available through the library’s Virtual Branch and on-site branch access to numerous business resources and services including best-selling business books, local demographics, business databases and directories. The program provides assistance in small business start-up, and e-government access as well as information on business related programs. The popular small business seminars series, Business Startup 101 and Business Plans 101, averages twenty-five entrepreneurs and small business owners per session. Over 3,000 have attended these library sponsored business classes since 2005. A follow-up survey has shown that 57.5% of attendees have launched a new business.

Observations/Recommended Actions

✓ The programs provided are extremely well received.
✓ To better serve customer needs, the Seminole County Public Library System will survey or ask potential participants the type of programs which they would like to have access to.
✓ They will also continue with program evaluations to track potential improvements and service trends.
G. Facility Assessment

The location and hours of operations of each Seminole County Library Branch is discussed earlier in this Plan. The five (5) branches together provide nearly 100,000 square feet of library space. This equates to approximately .25 square feet per capita and is below the FLA Essential standard of .6 square feet per capita. The facilities are somewhat dated; however, they are sited to have direct access, parking, exterior and interior signage, as well as provide dedicated space for essential library services.

<table>
<thead>
<tr>
<th>Observations/Recommended Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ The County recently spent over $400,000 for library branch facility improvements. These improvements included new carpet, paint and space reorganization. The County has also recently upgraded each branch’s HVAC system.</td>
</tr>
<tr>
<td>✓ The 2001-2010 Library Strategic Plan discussed the need to greatly expand the physical plants and increase the number of branches. Due to numerous factors, including the lack of facility capital funding, the expansion plans are no longer viable.</td>
</tr>
<tr>
<td>✓ Over the next 3 to 5 years the County will continue to reinvest in its existing infrastructure, to bring it up-to-date and create library environments that are welcoming, safe and functional.</td>
</tr>
<tr>
<td>✓ Efforts will include a commitment to the maintenance and enhancement of existing facilities. During the next fiscal year, the Seminole County Public Library System should perform an assessment of the exterior and interior conditions of each branch to meet this objective. This may be facilitated by the engagement of a design professional to assist in making recommendations and cost estimating.</td>
</tr>
<tr>
<td>✓ Parking at the North, East and Northwest branches are at a premium and should be evaluated for potential reorganization and expansion. The potential exists to develop partnerships with adjoining uses for shared parking agreements.</td>
</tr>
<tr>
<td>✓ Each of the branches (except for the North Branch) has the opportunity to provide enhanced exterior spaces for use as programs and reading areas.</td>
</tr>
<tr>
<td>✓ Exterior signage should be evaluated and improved, along with pedestrian and vehicular circulation, especially in the vicinity of the book drop boxes.</td>
</tr>
<tr>
<td>✓ The opportunity exists to cost-effectively enhance the “first impression” of the lobby area with lighting, public art, signage and furniture at each facility.</td>
</tr>
<tr>
<td>✓ The improvements identified through the assessment discussed above should be incorporated into the Seminole County Library Services Division newly created Capital Improvement Program (CIP). The FLA Standard - Resources for Facilities should be used as a guide in completing this assessment and making any improvements to the physical plant of each facility. These standards are located in the appendix to this document.</td>
</tr>
<tr>
<td>✓ The Seminole County Public Library System will investigate partnering opportunities to plan for future locations or satellite branches with other County or municipal partners. An example of such a partnership may include a small library being incorporated into a community center or other government complex.</td>
</tr>
</tbody>
</table>
H. Volunteer Program

The Seminole County Public Library System has an active volunteer program that provides thousands of hours of free support. Volunteers must be 16 years of age or older, be approved through an application process, and participate in orientation and training.

Observations/Recommended Actions

- The Seminole County Library will continue to enhance their volunteer program to provide additional resources, programs and services.

I. Library Advisory Board & Friends of the Library

The Library Advisory Board is a seven (7) member citizen’s board that is appointed by the Board of County Commissioners. The Library Advisory Board meets monthly to provide general direction related to the Seminole County Public Library System to the Library Services Manager, Director of Leisure Services and the Board of County Commissioners. All meetings are open to the public. Monthly meeting agendas and minutes can be viewed at Seminole County Agendas Online. The Library Advisory Board participated in three (3) workshops to discuss the development of this Long Range Plan.

The Friends of the Library is a non-profit organization that supports the Seminole County Public Library System. They currently operate the Book Store on the first floor of the Central Branch and book sell carts at each of the other branch locations.

Observations/Recommended Actions

- The Seminole County Public Library Services Division will work with the Library Advisory Board and the Friends of the Library to create a culture of creativity, innovation, optimism and advocacy.
- The Library Services Division Manager will ensure that these organizations have readily accessible information pertaining to Library services, programs, operations and trends.
J. Snapshot: A Day in the Life of the Seminole County Public Library

On January 25, 2011, the Seminole County Public Library System participated in a special event that was coordinated by the Florida Library Association in cooperation with the Florida Division of Library and Information Services. The purpose of "Snapshot Days" was to capture in a simple and cost effective manner, the importance of library services to healthy communities. Library staff members and volunteers were asked to document “a day in the life” of their library through stories, videos, photographs and collection of participation and service statistics. The goal of the event was to demonstrate the positive influence and impact libraries have on our communities. The next scheduled Florida Library Snapshot Day is November 2, 2011. Information collected during the January 25, 2011“Snapshot Days” at the Seminole County Library Branches is presented below.

Photographs from the January 25th event can be viewed at:

Activities & Participation at Seminole County Public Library Branches on 1/25/2011

- Number of daily circulation ................................. 8,941
- Number of library cards issued or borrowers registered .......... 75
- Number of people that used computers ............................. 898
- Number of surveys completed .................................. 709
- Number of comments received .................................. 627
### Snapshot Day 1/25/11 - Circulation Summary

<table>
<thead>
<tr>
<th>Branch</th>
<th>North</th>
<th>Central</th>
<th>NW</th>
<th>East</th>
<th>West</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Circulation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many people visited the library?</td>
<td>755</td>
<td>1322</td>
<td>946</td>
<td>969</td>
<td>837</td>
<td><strong>4829</strong></td>
</tr>
<tr>
<td><strong>Reference</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many reference questions were asked?</td>
<td>226</td>
<td>1114</td>
<td>236</td>
<td>512</td>
<td>352</td>
<td><strong>2440</strong></td>
</tr>
<tr>
<td>How many people were assisted with government provided benefits (Food Stamps, Social Security, etc.)?</td>
<td>20</td>
<td>67</td>
<td>12</td>
<td>29</td>
<td>15</td>
<td><strong>143</strong></td>
</tr>
<tr>
<td>How many job-seekers were helped?</td>
<td>9</td>
<td>45</td>
<td>25</td>
<td>7</td>
<td>11</td>
<td><strong>97</strong></td>
</tr>
<tr>
<td>How many students were helped with homework?</td>
<td>9</td>
<td>108</td>
<td>35</td>
<td>127</td>
<td>46</td>
<td><strong>325</strong></td>
</tr>
<tr>
<td><strong>Children’s Programs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total number of children’s programs scheduled on Snapshot Day?</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td><strong>13</strong></td>
</tr>
<tr>
<td>How many children (ages 12 &amp; under) attended a program sponsored by the library on Snapshot Day?</td>
<td>64</td>
<td>72</td>
<td>50</td>
<td>69</td>
<td>48</td>
<td><strong>303</strong></td>
</tr>
</tbody>
</table>
Why Patrons Come to the Library

- Check out materials: 42%
- Use library computers or wi-fi: 14%
- Attend a program: 10%
- Research: 9%
- Coursework / homework / tutoring: 6%
- Get Information on jobs and careers: 4%
- Apply for government assistance: 2%
- Socialize: 5%
- Attend a meeting: 1%
- Quiet study/work place: 7%

- Why Patrons Come to the Library
There were 627 additional comments received on the survey that was distributed to library customers on January 25, 2011. The following provides a summary of the type of comments that were received.

**Top Customer Comments on January 25, 2011**

- The vast majority of comments applauded the Seminole County Public Library System on the high quality services provided in the following areas.
  - Children and youth programs – “Story time” received high marks
  - Home school and homework support services
  - Computer and internet access
  - Printers and copiers provide an economical support for those that do not have them at home
  - Opportunities to socialize (toddlers, youth, seniors, and parent support networks)
  - Research and reference support services
  - Access to free books and materials provides the ability for individuals and families to expand their life-long learning experiences, especially during the current tough economic environment
  - Added community value – serves as neighborhood/community centers
  - Customer service is a great asset – high praise given to staff and volunteers
  - Providing quality community meeting spaces
  - Website provides great access to catalogue – the Virtual Branch, including the ability to hold new books and the emailed notifications that books are ready to be picked up
  - Appreciate the ability to checkout Spanish books
  - The access to the book sell cart and store
  - Great value for our tax dollars

- Numerous comments were made regarding the ability to access free books, information, e-government services, job placement and business support services.
• Ideas for new or enhanced services and facilities included the following.
  ▸ Access to downloadable books
  ▸ Access to DVDs (videos) for check-out
  ▸ Provide more educational games to check out and be available on the children’s computers
  ▸ More children/youth computer workstations – in their own area
  ▸ More adult computer workstations
  ▸ Have at least one library in the County open on Fridays
  ▸ Monthly email newsletter blast that provides information on upcoming programs, meetings and new materials
  ▸ Continue to provide family-oriented materials
  ▸ Consider reorganizing or expanding the Northwest Branch to provide additional quiet places to read and study
VII. Staff Assessment

In May 2011, the Library Services Division Manager and Planning Committee reached out to all Library Services Division staff to review and comment on the draft Long Range Plan Framework. A questionnaire was distributed that presented the proposed planning framework, mission, objectives and strategies. Staff was asked to discuss existing and future services, programs, facilities and operations. They were asked to also address these issues from a customer-based perspective. Over 88 staff members were asked to participate in the review process; seventy-seven (77) questionnaires were returned and reviewed. The following is a summary of the responses received through the questionnaires.

- **Mission Statement**
  - Make the mission statement short and current – easy for people to remember and relate to
  - Incorporate educational and community connection
  - Should be inspiring
  - Display on website and other marketing/promotional materials

- **Core Principles/Objectives**
  - Dedication to staff training and support
  - Support the library’s role as a community learning center
  - Lifelong learning objectives should be highlighted
  - Promote literacy
  - Meet community information needs
  - Ensure equal access to collections, services, programs, information and facilities
  - Promote library as an essential service
  - Meet basic volumes per capita standard

- **What are our primary services?**
  - Providing opportunities to build community by providing welcoming, non-threatening and accessible environments
  - Access to high demand, up-to-date materials in all formats for all ages
  - Serve as a community gathering area
  - Successful programs for youth, pre-teens and teens
  - Early and emergent literacy programming for children and families
  - Information fluency
  - Free access to computers and the internet
Reference source
Youth programs such as “storytime”
Community outreach
Provide excellent customer service

- **Which community members should be targeted or better served and how do we reach them?**
  - Transportation disadvantaged, especially youth and seniors – increase outreach services and programs by going to facilities where they are at, such as schools and senior living facilities
  - Low income
  - Schools and daycare outreach
  - Teens – create inviting young adult area
  - Adults – increase programming
  - Computer illiterate – classes and outreach to encourage participation
  - Growing Spanish speaking population – increase print collections and program offerings such as Spanish storytime, English and citizenship classes

- **How can we improve our marketing and outreach?**
  - Create and market new brand for the Library System
  - Perform systematic needs assessment survey for each branch
  - New staff positions assigned to marketing, web development and community outreach
  - Increase our regular involvement with community organizations at each branch
  - Create outreach programs specifically geared to the cities where each branch is located to increase community awareness
  - Participate in local community events
  - Provide “swag” such as bookmarks to be distributed at community events
  - eNewsletter
  - Create direct presence for the Seminole County Public Library on social media and advertise through such sites
  - Continue to work on our relationship with the schools (public and private)
  - Make better use of Seminole County Government Television
  - Use of our Library Advisory Board as advocates
  - Employ “guerilla” marketing techniques
  - Create public service announcement (PSA) spots for local radio and TV
• What improvements are needed at our branches? (It is noted that the library is currently in the process of updating paint and carpet at the branches.)
  ▶ Improved and regular maintenance
  ▶ Continue improvements to shelving and furniture
  ▶ Make exteriors and the entrances more welcoming (lighting, signage, artwork, etc.)
  ▶ Update interiors, including restrooms
  ▶ More seating for laptop users
  ▶ Dedicated space for young adults
  ▶ Outdoor seating and program areas
  ▶ More quiet areas
  ▶ New displays and information kiosks
  ▶ Assess wiring infrastructure at each branch to support future upgrades to technology and space planning
  ▶ Evaluate and upgrade security at each branch
  ▶ Improve site and interior signage at each branch
  ▶ Evaluate the opportunity to provide a café or coffee service for the Central Branch
  ▶ Assess potential parking improvements at the East Branch, Northwest Branch and North Branch
  ▶ Additional meeting spaces
  ▶ Engage design professional to assist in space planning and beautification
  ▶ Increase the number and quality of public access computers and software
  ▶ Designated computer labs

• What programs are important to our customers?
  ▶ Children emergent literacy programming such as “storytime” and afterschool
  ▶ Computer and internet access
  ▶ Business programs and resources
  ▶ Access to databases and reference materials
  ▶ Website Virtual Branch

• What additional programs should be considered to enhance services?
  ▶ Support and implement programs proposed by the Adult Services Team; specifically to meet life-long learning objectives
  ▶ Community partnering to provide additional programs at lower cost
  ▶ Partner with the Leisure Services Department to provide classes such as yoga or tai chi at the Library Branches
- Computer classes for various capabilities and age groups
- Establish Job Help Center at the Central Branch
- Provide live on-line support on the web and on mobile devices – statewide “Ask a Librarian” service
- Provide rotating book collections for nursing homes and senior living facilities (this program is currently under development and is expected to begin in the Fall of 2011)
- Add photo/graphic software on our public access computers
- Book Kits or Books-to-Go programs
- Establish a Tutoring Matching program
- Consider developing a group computer instruction class that can be rotated between branches, this will require investment in laptop computers
- Offer “Visiting Authors” programs

- What resources are needed to better do your job?
  - Increase Virtual Branch support
  - Credit/debit card capabilities
  - On-line account payment capabilities
  - Mentors and updated employee manuals for new staff and volunteers
  - Grantwriter
  - Continued training, especially for new technologies
  - Funding
  - Staff support

- What are the top priority projects to be completed?
  - Work with the Leisure Services Department to develop 5-year capital improvement program (CIP)
  - Identify, investigate and apply for additional funding sources to supplement existing budget (i.e, grants, partnerships, sponsorships)
  - Provide downloadable books, music and movies
  - Space planning and beautification projects to improve appearance and layout
  - Continue to develop and offer award winning family and adult programs and services
  - Implement online, live reference services such as “Ask a Librarian”
  - Implement the rotating collection program for nursing homes and assisted living facilities
  - Employ outreach librarian to provide library services and programs to high-need, underserved populations
Other comments

- Remember focus of maintaining an up-to-date print collection
- Have at least one branch open 7 days per week and stay open until at least 9:00 pm during the week
- Facilitate discussions with other County departments regarding the opportunity to incorporate new library branches in future County facilities such as community centers
- Evaluate potential of joint-use libraries and satellite library branches that serve smaller neighborhoods or communities
- Reevaluate zero balance policy and checkout/computer use policies to better serve customers
- Staffing levels should be evaluated as programs and services are proposed to ensure programs or services can be implemented properly
- Evaluate programs and services on a regular basis to determine their continuance or expansion, including the use of customer and staff surveys
- Work with the Friends of the Library to expand their stores at each branch to sell things such as paper, pens, pencils, thumb drives, etc.
- Perform a detailed inventory and collection weeding at least every three years
- Encourage Friends of the Library to increase their presence on the website

The above staff comments were reviewed in detail by the Seminole County Public Library Planning Committee in drafting the revised mission, vision and planning framework. The following comments were reflected on almost every staff questionnaire:

- Customer service and community outreach are extremely important to the success of the Library System
- Continued exterior and interior improvements are needed at each branch to create welcoming and safe community environments
- Continue to increase collection materials (printed, downloadables, CDs, DVDs, etc.) to meet customer needs and State library standards (FLA)
- Offer programs to emphasize lifelong learning to all age groups
- Implement off-site library service programs that target underserved and disadvantaged groups, specifically transportation disadvantaged seniors and children
- Secure funding and staffing levels to implement the Library Services Division mission and planning framework
VIII. Trends

When it comes to trends, some are here to stay and others simply fade away. The greatest change experienced in the past decade has been in the area of technology and its ability to provide instant access to communications and information. Libraries have the opportunity to be the front runner in using technology to provide free access to information. Seminole County has made great strides in improving their Virtual Branch. They now have a presence on social networking sites through the County’s Leisure Services Department. The following identifies actions/ideas the Seminole County Library System may consider in addressing community and library service trends.

- To enhance public presence and awareness in today’s instantaneous world, the Seminole County Public Library System should have an easily recognizable brand. The Seminole County Public Library System’s brand and the layout of electronic and printed marketing materials must quickly catch a customer’s attention to be effective.

- People are becoming more spontaneous. Drop-in services or programs should be considered and promoted.

- We are inundated with a tremendous amount of information on a daily basis. Understanding this, the Seminole County Public Library System should evaluate and implement communication and outreach procedures that use technology to quickly distribute information and encourage enhanced participation.

- Economic times are not the best right now and libraries can use this to their advantage in marketing free access to books and other forms of information, including computers and job training to increase public awareness and community participation.

- Smart phone technology is a resource that can provide the library with direct access to its customers. Seminole County Public Library "Smart Phone" Applications can be developed that provide a variety of services including informing a customer that the book they reserved is ready for pick up or directly connecting them to the Library's electronic databases.

- The need for information literacy is so important - our library professionals now have the opportunity to be the teachers of information literacy.

- Libraries have always been places where people come together; however, there have been some wrongly placed stigmas attached to them. We need to create environments that are stimulating and welcoming, encouraging community members of all ages and backgrounds to come together – “LIFE-LONG LEARNING”.

- There is an increased need to leverage resources and create partnerships to further offerings including programs, community outreach and services.

- The Library should no longer be thought of as a building but a service. The Seminole County Public Library should continue to expand its remote/off-site library services.
IX. The Future of the Seminole County Public Library System – “The Planning Framework”

The Seminole County Public Library Planning Committee directed the development of the following revised mission, vision, approach, objectives, and implementation strategies. Each of these will be used to make on-going decisions relating to the provision of library services throughout Seminole County. Continuing efforts to improve community relations and public presence throughout the County is of extreme importance.

A. Mission

Enriching Lives, Engaging Minds

B. Vision

The Seminole County Public Library System will be recognized as the community’s resource for life-long learning.

C. Our Approach

- Increase community awareness and support by creating an identifiable brand and proactive promotion programs
- Excel in customer focus by adapting to customer needs
- Plan, implement and maintain improvements to Library facilities
- Leverage current funding and resources to enhance facilities, resources, programs and services
- Explore new technologies as they become available
- Increase customer access to library services to 24/7 through the Virtual Branch
- Enhance programs and services through partnerships, community volunteers and sponsorships
- Effectively engage and support the Library Advisory Board and Friends of the Library to serve as advocates
- Support an organizational structure that can quickly adapt to changing trends and customer needs
- Secure funding for the library through traditional and alternative sources

D. Objectives & Implementation Strategies

1. Equal Access

Assure equal access to information, ideas and knowledge through our collections, programs, resources and services
• Offer books, resources, programs and services that anticipate customer needs
• Conduct needs assessment to determine customer and non-customer desires for improvements to programs and services, including expansion to underserved populations
• Provide innovative services that are easily accessible, convenient and easy to use, such as eBooks and downloadables
• Use technology to provide access to remote services 24 hours per day, 7 days per week (i.e., Virtual Branch, Smart Phone Applications, Social Media)
• Celebrate the benefits of diversity by providing innovative ways to bring people and ideas together
• Enhance emergent literacy and information fluency programs
• Evaluate opportunities to provide programs, materials and services off-site/remote

2. Customer Focus

Deliver outstanding customer centered service, resources and programs that promote life-long learning

• Maintain an organizational structure with service standards that are customer centered
• Make knowledge seekers welcome by providing a trusted source for expert knowledge, skilled in the evaluation of information and an authority on local services
• Provide opportunities for our staff, Advisory Board, Friends of the Library, volunteers and community partners that result in innovative services that make a difference in people’s lives

3. Library Environment

Create welcoming, inspiring and comfortable library environments

• Create unique and flexible library environments that reflect the interests and culture of our vibrant neighborhoods
• Engage professionals to provide space planning and design services for the optimal use our facilities
• Develop, implement and maintain a consistent sign policy
• Ensure library environments and resources are safe though facility planning and public safety management
• Maintain clean and inviting library facilities to reflect the County’s investment and commitment to providing public library services
4. Engagement

Engage our citizens, community partners, the Board of County Commissioners, staff, Advisory Board and the Friends of the Library in a manner that increases awareness of our resources and builds support

- Support and expand community outreach initiatives
- Create uniform brand to be used on all communication media, signage and marketing
- Provide open, consistent internal and external communications
- Employ a holistic approach to engage the community using traditional media, alternative media, guerilla marketing, social media, partnerships and other technologies
- Effectively communicate the library’s return on investment to the citizens
- Engage the Library Advisory Board and Friends of the Library to create a culture of creativity, innovation and optimism and advocacy

5. Sustainability

Develop sustainability through effective and efficient organizational structure and by securing traditional and alternative funding

- Allocate and expend annual budget to achieve mission, vision and objectives
- Develop a 5-year capital improvement program and update annually
- Explore alternative funding sources
- Transform with changing trends, technology and customer needs
- Demonstrate sound financial integrity and stewardship
- Leverage community partnerships to explore and implement new trends in providing services

E. Success Measures

- Robust membership and attendance
- Viewed as a key community asset
- Active participation and support of the Library Advisory Board, Friends of the Library and community partners
Florida Library Association

Standards for Florida Public Libraries
2004
2006 Revision

Standard 52 updated April, 2010

Adopted by the Florida Library Association on
March 24, 2004
Revision adopted April 18, 2006

Florida Library Association
Standards for Florida Public Libraries
2004

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John Van Berkel, Manatee County Public Library System, Co-chair
Sheila Bishop, Niceville Public Library, Public Library cooperative representative
Heidi Denis, Osceola County, County manager representative
Susan Dillinger, New Port Richey Public Library, Municipal library representative
Loretta Flowers, Florida Department of State, State Library representative
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David Wullschleger, Tampa-Hillsborough County Public Library System, Large public library representative
Ruth O’Donnell and Lawrence Webster, Library Consultants

Florida Public Library Standards 2004
Endorsements

Two Florida organizations representing county and municipal officials have endorsed these standards: Florida City and County Management Association (FCCMA) and Florida League of Cities, Inc.

PDF format copies of the endorsement letters are available
- Florida City and County Management Association endorsement (pdf)
- Florida League of Cities endorsement (pdf)
Introduction

These standards for Florida Public Libraries were developed by the Florida Library Association with support from the Florida Department of State, Division of Library and Information Services. FLA is indebted to the work of scores of librarians from all over the nation who have worked for many decades to develop public library standards and keep them current and useful.

Methodology

The FLA board appointed a Public Library Standards Committee in 2002. After issuing a request for proposals, FLA selected library consultant Ruth O’Donnell to assist in coordinating the work of the committee, gathering information, and drafting the standards document. Development of these standards was a multifaceted process, which included:

1. Discussion of standards revision at several FLA Annual Conference meetings of the Public Library Standards Interest Group.
2. Review of the current and past versions of Florida public library standards.
3. Review of the standards of other states.
4. Detailed interviews with every public library director in Florida regarding perception and use of current standards and wishes for future standards.
5. Committee work throughout the process with the consultant and the library community, and in two working subcommittees: (1) a quantitative standards subcommittee, to focus on areas in which numeric standards should be established (2) an endorsements subcommittee, to identify and approach non-library allied agencies for their reading, input, and ultimate endorsement of these standards.
6. Testing with the public library community. After overview of progress in October 2003 at the Public Library Directors Conference sponsored by the Florida Department of State, several libraries representative of all sizes and governance configurations tested the standards in daily use.
7. Revision after testing (2003-04).
8. Dissemination of the field-tested draft to public library directors for review (2004).
10. Addition of a tool kit for librarians to help them use these standards (2004).
11. Presentation at the 2004 FLA Annual Conference, Public Library Standards Interest Group for final comment.
12. Approval by the FLA Executive Board and dissemination of the final document in print and electronic formats.

Opinions of Florida Public Library Directors

As part of the research for this project, every public library director in Florida was invited to be interviewed by telephone, individually, using an interview script that ensured uniform data gathering while allowing open-ended conversation and free expression of opinions and recommendations. Most library directors responded. Key points:

- Most library directors (80 percent) reported using either the 1995 or 1985 FLA public library standards, most commonly for budget development and facilities planning.

- Usage, however, was not generally intense – typical remarks: “Yes, I take them out and look at them once in a while to get ideas.” “We had to use them to complete a construction grant application.” “I’ve adapted them to incorporate into our annual budget process.” However, few libraries reported using them widely in planning, evaluation, advocacy, and staff education. “We’re constantly using the items in the standards to compare ourselves to other libraries in the state and nation.” “We mention in all our Friends’ material that we exceed standards.”

- More than half of the respondents (39) reported that their county or city manager and their governing body (38) were the most common constituencies with whom they used the standards. Also high on the list were library management staff (29), support groups (including advisory boards – 29), library staff generally (21), and the public (15).

- Most libraries use a planning model of one kind or another, typically the Public Library Association’s New Planning for Results or a modification of it.

- All libraries must collect and report to the state library agency more than 70 input and output measures. Most use these data elements and the percent change in them from year to year as planning and evaluation tools.

- Most library directors thought a mix of elements would be optimum for the revised standards—quantitative measures with levels of achievement were the most frequent top priority, with activity lists and universal quantitative measures a close second. Last in priorities were checklists such as those in the current document. It is worthy of note that while several directors of smaller libraries expressed concern about setting impossible standards, there was quite general agreement that quantitative measures were important if the standards were to be useful.

- With regard to format, there was a slight preference for 8½” by 11” loose-leaf format in a print version; online versions were requested to be available in both Word and PDF. There was enthusiasm for a one-sheet, pamphlet or bookmark format summary sheet of core standards that could be handed out to board members, the public, staff, and others.

- When asked what topics should be added or expanded, technology was the most common subject mentioned. Library directors felt coverage of technology should be expanded, whether separated out as its own category or integrated into each of the other sections.

- It is notable that there was little disagreement among library directors. While one can’t quite say that they spoke with one voice, there was consensus on several points: Virtually all see the standards as potentially useful as a communications tool, especially with regard to budget advocacy and as a planning tool. Most would like to see the standards presented in a way that is concise and accessible to government officials. Most applaud the notion of clear and concise quantitative standards arranged by population and level of achievement. If the standards were endorsed by such agencies as the Florida Association of Counties, the Florida Association of Cities, and the Florida Department of State, librarians think their usefulness would be multiplied many fold.

Florida Public Library Standards – A Brief History

National standards for public library service were first published in 1933 by the American Library Association and revised public library standards were issued in 1943, 1956 and 1966. These standards were largely based on quantitative input measures. After 1966, the American Library Association (through the Public Library Association, one of its divisions)
shifted its approach from national standards to locally-based planning efforts. A series of documents from the Public Library Association has been published to help librarians plan and evaluate services that are responsive to their communities. (The most recent PLA planning model is the basis for several publications in a “Planning for Results” series.)

Although the Public Library Association doesn’t publish national standards for libraries, many state library associations and state library agencies have continued to develop and publish standards for public libraries as an aid and complement to the planning and evaluation process. In addition, the U.S. Department of Education National Center for Education Statistics in partnership with state library agencies and the American Library Association has established the Federal-State Cooperative System for public library data, collecting and providing consistent, reliable data on both inputs and outputs for public libraries. These data are readily available to local libraries to use as benchmarks and evaluation tools.

This document is the fifth version of Public Library Standards for Florida. All standards were developed under the leadership of the Florida Library Association, with varying degrees of participation and support from the state library agency. A short summary follows:

1967 - Florida's First Public Library Standards

Florida Standards for Public Library Service was published in 1967 by the state library agency, then called the Florida Library and Historical Commission. The document was developed by a 15-member FLA special committee appointed by Legislative and Planning Committee chairs. This committee was organized into seven subcommittees, each of which drafted portions of the document. The preliminary draft was revised three times, then distributed to all public library administrators, friends, and board chairs. The standards were discussed in an open meeting at the FLA conference and finally formally adopted by the FLA board and by the State Library and Historical Commission. The Commission is the sole name on the title page as publisher.

Echoes of these early standards can be found in all subsequent standards, including the present ones, both in terms of topics addressed and the mix of quantitative and qualitative statements. A purpose was to serve as a “guide for the development and evaluation of public library service. While giving broad principles of service, the standards also include criteria against which local library systems can measure resources and services.” Standards were arranged in broad categories: Structure, Services and Government; Personnel; Books and Non-book Materials; Organization and Control of Materials; Public Relations and Publicity; and Physical Facilities.

1974 - Emphasis on Services

The second set of Florida Standards for Public Library Service was published by FLA in 1974. The state library agency, while no longer the official “publisher,” funded the publication through a Library Services and Construction Act (LSCA) grant, and the committee included at least one state library employee. The revision was undertaken at the behest of three FLA divisions: Schools, Children’s Services, and Public Libraries. This document uses the same organization and much of the same language as the 1967 standards, with some revision and addition of guidelines for children’s, adult, and young adult services.

1985 – Towards Professionalism; an Official Look

Standards and Guidelines for Florida Public Library Services was published in 1985, again by FLA with fiscal support through the State Library’s LSCA program. These standards were developed by an eleven-member committee that included representatives from public libraries of various sizes and governance types, a representative of the State Association of County Commissioners, a representative of the Florida League of Cities, and the State Librarian. It was edited by Alphonse F. Trezza, faculty member of the Florida State University graduate library school. This edition of the standards was a half-size, saddle-stitch bound document with an official-looking typeface, layout, and heading numbering systems. These standards continued the practice (established in the 1974 standards) of providing a short summary of all standards with particular attention to numeric measures addressing funding, collections, personnel, hours.

1993 - Community-based Standards

These standards were the most sweeping revision yet, the most significant variation on the 1967 approach. The loose-leaf, checklist format suggests an internal planning tool rather than an official publication to be distributed widely outside library circles. Standards for Florida Public Libraries: A Vision for the 21st Century appeared in 1995. As with the previous standards, it was developed under the leadership of an FLA committee with the help of consultants, and funded through the State Library’s LSCA program. The development of these standards relied heavily on consultants Barbara Weaver and Leslie Burger along with a great deal of input from the public library community: The drafters of the document cite a “library profession shift from quantitative, input-based standards to qualitative, output-based standards to measure library performance and excellence.” This tone informs the entire document, which is organized under eight major headings: (1) Governance, Leadership and Funding, (2) Personnel, (3) Access, (4), Materials and Collections, (5), Services, (6), Facilities (7) Cooperation and Resource Sharing, and (8) Community Relations.

The Florida Library Landscape in 2004

Florida’s public libraries are part of an intricate network that includes several hundred libraries of all types that are joined in voluntary cooperative arrangements to share resources. In addition to approximately 70 public library administrative units, there are approximately 100 academic libraries serving Florida’s 28 public community colleges, 10 public universities, and more than 50 private colleges and universities; more than 200 special libraries serve government agencies, private nonprofit, and corporate institutions. Many Florida libraries participate in one of six regional multi-type library cooperatives (MLCs), which provide support and coordination for resource-sharing, training, and technology. Most public and academic libraries and many special libraries participate in FLIN, the Florida Library Information Network, a resource-sharing network coordinated through the State Library of Florida and the MLCs.

Public libraries in Florida are operated by counties, cities, or share governance and funding responsibilities through interlocal agreements. In FY 2002, 70 public library administrative units reported statistics to the state library agency (Florida Department of State, Division of Library and Information Services). These included:

- 40 single-county libraries, comprising 33 consolidated library systems and 7 cooperatives. These cooperatives include 53 municipal libraries in their membership.
- 9 multi-county library systems, including 5 consolidated and 4 cooperative
- 21 municipal libraries that were not members of a public library cooperative

Consolidated systems have a single entity at the head—most often a county commission or city council; in some cases a nonprofit board of directors or a publicly elected or appointed board. Cooperative systems may comprise several county libraries, each with its own library
administration, or several cities within a county. Each of the members of a cooperative generally has its own governance and funding mechanism in addition to that of the cooperative itself. In terms of population, all Floridians have access to public library service. The majority of these are served by county or multi-county libraries. Over half the people of Florida (8.4 million) are served by the seven largest county systems.

Some Basic Terms and Concepts

Acronyms used in this document

- ADA – Americans with Disabilities Act and its attendant regulations
- ALA – American Library Association
- CE – Continuing education
- FLIN – Florida Library Information Network
- FTE – Full-time equivalent (in Florida, generally 40 hours per week)
- MLC – Multi-type library cooperative
- LSTA – Library Services and Technology Act, a federal grant program
- NCES – National Center for Education Statistics, U.S. Department of Education
- OCLC – Online Computer Library Center, the national bibliographic utility
- PLA – Public Library Association, a division of ALA
- SF – Square feet

Levels of Service

- Three levels of service have been established for use with some of the standards in this document:
  - Essential: Essential level standards define the basics of library service. Every library can and should offer them.
  - Enhanced: This level starts where Essential leaves off and offers expanded services.
  - Exemplary: Achieving this standard provides the highest and best service to the community.

Population Groupings

The Committee decided to use four population groupings – libraries serving populations of:

- Up to 25,000
- 25,001 to 100,000
- 100,001 to 750,000
- 750,001 and up

Basic Services

These standards assume that public libraries are defined by five services: lending of materials, providing information on request, public programs, public space, and public access to the Internet and personal computing applications. Library planning processes typically help managers decide the varying resource allocation to each of the services, and the specific expression of those services in response to local community needs.

Determining Service Population Size

The library’s service population may vary from the population of its governing body (city or county) or the agency that funds it. Many municipal libraries as well as libraries that are members of public library cooperatives serve not only the population of their city/county but also people who live in other cities/counties. They may be the only or most convenient library service available to people living in unincorporated areas of the county. An expanded and more realistic service population is used for planning in these instances. Also, libraries with large seasonal populations and those that are heavily engaged in resource sharing must consider the population served in this way as they plan. See the toolkit at the end of this document for assistance in determining a service population for planning purposes if the above situations apply to your library.

Statutory Standards

Most aspects of library operations are subject to federal and state statutes—those responsible for governing and managing libraries should be familiar with statutes related to such areas as personnel, access for people with disabilities, building codes, interlocal agreements and the like.

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 available 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.

Standards for State Aid Eligibility

Section 257.17 says that political subdivisions of the state of Florida are eligible to receive state aid grants for the purposes of operating a public library if the following criteria are met:

1. The political subdivision has been designated by a county or municipality as the single library administrative unit.
2. Library services are operated under a single administrative head who is an employee of the single library administrative unit and who has completed a master’s degree from a library education program accredited by the American Library Association. The single administrative head shall have at least 2 years of full-time paid professional experience, after completing the library education program, in a public library that is open to the public for a minimum of 40 hours per week.
3. The library must expend its funds centrally.
4. The library must provide reciprocal borrowing and other library services pursuant to interlocal agreement to residents of all political subdivisions in the county which receive operating grants from the state.
5. The library must have at least one facility open for a minimum of 40 hours a week.
6. The library must have a long-range plan, an annual plan of service, and an annual budget.
7. The library must engage in joint planning for coordination of library services with all libraries within the county or counties (if a multi-county cooperative) that receive state aid operating grants.
Core Standards
The standards below are part of the Comprehensive Standards list in the next section but are presented separately here to identify them as vital to providing effective public library service. They are the basics that the Association believes a public library must meet if it is to effectively carry out the public library mission.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Standard Number</th>
<th>Core Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>1</td>
<td>The library is established and operated in accordance with relevant state and federal laws, specifically Florida Statutes, Section 257.17 governing public libraries and also state and federal laws that apply to public entities.</td>
</tr>
<tr>
<td>Access</td>
<td>24</td>
<td>The library provides services free of charge to everyone in its service population.</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>Hours open:</td>
</tr>
<tr>
<td></td>
<td>Essential</td>
<td>40 hours a week at one outlet</td>
</tr>
<tr>
<td></td>
<td>Enhanced</td>
<td>68 hours, including 20 during evenings/weekends</td>
</tr>
<tr>
<td></td>
<td>Exemplary</td>
<td>76 hours, 7 days a week, 4 evenings</td>
</tr>
<tr>
<td>Public presence</td>
<td>37</td>
<td>Libraries/systems spend a minimum of 1% of the library operating budget (all expenditures except capital funds) on the entire community relations program, including marketing library services, increasing public awareness, and public relations.</td>
</tr>
<tr>
<td></td>
<td>46</td>
<td>Library leadership—including (at a minimum) board members, friends, and senior management staff—are articulate in communicating about library services and needs. Advisory board members and friends are encouraged to formally and informally advocate for library funding and status with all elected and appointed officials who have fiscal and policy influence on the library future. This audience includes elected and appointed officials at the local, state, and federal levels.</td>
</tr>
<tr>
<td>Funding</td>
<td>51</td>
<td>Public libraries are funded primarily through local tax revenues. Where this is impossible due to local economic conditions (as indicated by local property tax valuation), supplementary state funds enable libraries to provide basic services.</td>
</tr>
<tr>
<td>Staffing</td>
<td>56</td>
<td>Full-time Equivalent staff per 1,000 of population served:</td>
</tr>
<tr>
<td></td>
<td>Essential</td>
<td>.3 FTE</td>
</tr>
<tr>
<td></td>
<td>Enhanced</td>
<td>.5 FTE</td>
</tr>
<tr>
<td></td>
<td>Exemplary</td>
<td>.6 FTE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Topic</th>
<th>Standard Number</th>
<th>Core Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing education</td>
<td>59</td>
<td>Hours of formal and informal continuing education and training per employee each year:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Professional staff</td>
</tr>
<tr>
<td></td>
<td>Essential</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Enhanced</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>Exemplary</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>Support staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Essential</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Enhanced</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Exemplary</td>
<td>32</td>
</tr>
<tr>
<td>Currency of materials</td>
<td>73</td>
<td>Annually delete at least 5% of the total number of items available at the start of the fiscal year and add each year a percentage to achieve desired levels in standard No. 77.</td>
</tr>
<tr>
<td>Number of materials</td>
<td>77</td>
<td>Number of items in all formats in the collection:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quality Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of items in all formats, per capita</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Up to 25,000 population</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25,001 to 100,000 population</td>
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<tr>
<td></td>
<td></td>
<td>100,001 to 750,000 population</td>
</tr>
<tr>
<td></td>
<td></td>
<td>750,001 and up population</td>
</tr>
<tr>
<td></td>
<td>Essential</td>
<td>10,000 minimum, 3 per capita preferred</td>
</tr>
<tr>
<td></td>
<td>Enhanced</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Exemplary</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.5</td>
</tr>
<tr>
<td>Type of materials</td>
<td>79</td>
<td>The library provides access to materials available on the Internet and the databases available through the Florida Electronic Library. The library provides materials in a variety of formats and includes new formats as they become of interest to the service population.</td>
</tr>
<tr>
<td>Facility size</td>
<td>90</td>
<td>Square footage per capita:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quality Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total gross square feet per capita</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Up to 25,000 population</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25,001 to 100,000 population</td>
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<tr>
<td></td>
<td></td>
<td>100,001 to 750,000 population</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;750,001 population</td>
</tr>
<tr>
<td></td>
<td>Essential</td>
<td>6 SF desired</td>
</tr>
<tr>
<td></td>
<td>Enhanced</td>
<td>9 SF</td>
</tr>
<tr>
<td></td>
<td>Exemplary</td>
<td>1.0 SF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6 SF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8 SF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.0 SF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>85 SF</td>
</tr>
<tr>
<td>Services</td>
<td>112</td>
<td>The library provides at a minimum those services that are considered basic to the mission of all public libraries, that is, lending, information, programs, public space, and Internet access and personal computing applications services.</td>
</tr>
</tbody>
</table>
Comprehensive Standards

Leadership, Planning, and Evaluation

Note: Most Florida public libraries do not have governing boards apart from the governing bodies of the governmental jurisdictions that establish and fund them. Most are governed by boards of county commissioners or city councils; a few are governed by independent public library governing boards or private nonprofit corporate boards. Libraries that are members of cooperatives have dual governance – through their establishing jurisdiction, and the cooperative governing board itself. In many cases, advisory boards are appointed to assist governing bodies with the work of library governance. Standards for good governance apply regardless of the specific governing configuration of a particular library.

Legal

1. Core Standard: The library is established and operated in accordance with relevant state and federal laws, specifically Florida Statutes, Section 257.17 governing public libraries and also state and federal laws that apply to public entities.

2. The library governing board selects and annually evaluates the library director or delegates these responsibilities.

3. Statutory Standard: The library must be operated under a single administrative head who is an employee of the single library administrative unit and who has completed a master’s level library education program accredited by the American Library Association. The single administrative head shall have at least 2 years of full-time paid professional experience, after completing the library education program, in a public library that is open to the public for a minimum of 40 hours per week [Florida Statutes 257.17 (2a)].

4. The library does not discriminate in hiring or provision of services.

Boards

5. The library adopts policies related to its programs and services. The library governing body adopts or is knowledgeable about these policies. (Specific policies appear under appropriate headings in this standards document.)

6. Where there is not a library-specific governing board (defined for this document as a board separate from the board of county commissioners or city council/commission), a library advisory board is in place to advise the governing entity with regard to all governance issues, including matters pertaining to policy, legal and fiscal issues, and the hiring of a qualified library director.

7. The library advisory board or library-specific governing board meets at least quarterly and complies with open meetings and open records provisions of the Florida Government in the Sunshine Law (Florida Statutes Chapter 286).

8. The library governing and/or advisory board is well informed about the programs, policies, budget and plans of the library through regular and frequent formal and informal communications from the library director.

9. Library governing and/or advisory board members attend at least one conference or training program per year specifically related to board development, roles, and responsibilities.

10. The governing and/or advisory board engages in formal annual planning for board development that includes a self-evaluation exercise and planning of ongoing identification, cultivation, and recruitment of effective board members.

Planning and Evaluation

11. Statutory Standard: The library has a long-range plan, an annual plan of service, and an annual budget (Florida Statutes 257.17(2)(e)).

12. Statutory Standard: The library engages in joint planning for coordinating of library services within the county or counties that receive operating grants from the state (Florida Statutes 257.17 (2)(f)).

13. The library undertakes a comprehensive and detailed long-range planning process at least every five years or uses a continuous planning model whereby the plan is updated annually. The plan addresses services and resources of the library. The planning process includes systematic community input. The library uses library planning models such as the Public Library Association “Planning for Results” series, county or city-mandated planning models, or other available models.

14. The long-range plan serves as an evaluation tool – its provisions are monitored regularly and the library director regularly reports on progress toward objectives and goals to the library advisory and/or governing board.

15. The library regularly collects data on input (resources available), output (use statistics), and outcomes (impact on individuals and the service area). At a minimum, it collects those data elements required by the state library agency in its annual statistical report; in addition, the library collects and analyzes data appropriate to evaluate impact and progress toward stated goals and objectives.

16. The library reports the result of evaluations of the impact of its services to its governing body and to the public.

Library Director and Management

17. The library director manages all operations of the library, including budget, personnel, planning, and evaluation.

18. The library director keeps staff well informed so they are articulate spokespeople for library programs and resources.

19. The library director participates in community organizations.

The Library in the Professional Community

20. The library is an institutional member of a professional association.

21. The library encourages Friends of the Library groups to become institutional members of the Friends and Trustees groups in professional organizations.

22. Board members and library staff continually develop their understanding and expertise through membership and participation in the activities of professional associations.
Access Policy

23. The library has written policies covering all the following:
   - Use of facilities and display areas
   - Rights and responsibilities of customers (customer behavior)
   - Children’s use of the library
   - Access to the Internet and personal computing applications
   - Access to facilities and materials by persons with disabilities

24. Core Standard: The library provides basic services free of charge to everyone in its service population. (The five basic services are defined as lending of materials, providing information on request, public programs, public space, and public access to the Internet and personal computing applications. This standard does not prohibit the provision of some services on a cost recovery basis.)

25. Library customers are able to use materials and services regardless of age taking into account community standards and state and federal laws.

Hours of service

26. Core Standard: The library is open to the public at fixed times and with a uniform schedule. The library provides minimum unduplicated service hours as follows:

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Minimum Unduplicated Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>40 hours (from FL law)</td>
</tr>
<tr>
<td>Enhanced</td>
<td>68 hours</td>
</tr>
<tr>
<td></td>
<td>20 of these must be evenings and weekends</td>
</tr>
<tr>
<td>Exemplary</td>
<td>76 hours</td>
</tr>
<tr>
<td></td>
<td>7 days a week; 4 evenings</td>
</tr>
</tbody>
</table>

27. When the library is open, all basic services are available, i.e., lending of materials, information, public programs, public space, and public access to the Internet and personal computing applications.

28. When the library is not open, a recorded telephone message provides information on hours of service. The library’s web site provides information on hours of service, location addresses, e-mail contact, and telephone numbers including area code.

Library Card Registration

29. The percent of the service area population that is registered for a library card in the library’s database (purged annually of registrants who have not used their card in the last three years) is:

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Percent of Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>30%</td>
</tr>
<tr>
<td>Enhanced</td>
<td>50%</td>
</tr>
<tr>
<td>Exemplary</td>
<td>75%</td>
</tr>
</tbody>
</table>

Accessibility

30. The library facility is physically accessible to all people and meets the requirements of the Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities as published in the Federal Register, the Florida Building Code, and any applicable local standards.

31. The library provides users with disabilities who are unable to travel to the library with service in keeping with the provisions of the Americans with Disabilities Act.

32. The library has telephone service at all outlets with an adequate number of phone lines; library phone numbers are cross-listed in the local telephone directory. Live contact should be readily available by telephone.

33. The library’s web site and automated catalog are available through the Internet and meet current guidelines for access by people with disabilities (a commonly-accepted set of guidelines provided by the World Wide Web Consortium’s Web Access Initiative is available at http://www.w3.org/TR/WAI-WEBCONTENT).

34. The library delivers materials to customers’ preferred library locations.

35. The library works with community transportation providers to encourage availability of public transportation to the library.
Community Relations and Public Presence

36. Community relations and public presence program are part of the library’s official long-range plan.

37. Core Standard: Libraries/systems spend a minimum of 1% of the library operating budget on the entire community relations program, including staff time, surveys and research, marketing, public awareness, and public relations. Note: this does not include any capital expenditures, but does include all staff time involved in giving presentations to groups in or outside the library.

38. One staff member has responsibility for coordinating community relations programs, plans, and activity. In smaller libraries this person might have other job responsibilities, in large libraries this person might be a department head with several people under him/her.

39. Staff responsible for this area has access to continuing education and information about theory and practice and current developments in public/community relations and marketing.

40. The library provides an annual report to the public whether the report is its own or part of the larger governing body report.

Community and market research

41. The library assesses community perceptions of its services through one or a combination of accepted opinion/market research techniques such as formal surveys, focus groups, town meetings, exit interviews, and the like. The library will listen in this way to everyone in the community whether they are current library users or not. The library establishes a schedule for this assessment.

Internal communications

42. The library supports excellent service through regular communication between leadership and staff through meetings, email, intranet, and other appropriate methods.

Variety of methods to inform community of programs, resources, and services

43. The library systematically informs its community about programs and resources through a combination of communications techniques, including media/press releases; flyers, posters, pamphlets; television and radio; special events.

44. The library maintains a complete, easy-to-use, and up-to-date web site giving access to its services and information about them.

Community relations, advocacy, and public presence

45. The library encourages an active Friends of the Library group. One staff member is appointed official friends’ liaison to ensure friends have all the information they need to effectively carry out a program of support of the library.

46. Core Standard: Library leadership—including (at a minimum) board members, friends, and senior management staff—are articulate in communicating about library services and needs. Advisory board members and friends are encouraged to formally and informally advocate for library funding and status with all elected and appointed officials who have fiscal and policy influence on the library future. This audience includes elected and appointed officials at the local, state, and federal levels.

47. Library director and staff communicate with library governing and/or advisory board members and friends leaders to equip them with current information about the library so they may be articulate and well-informed spokespeople in informal and formal settings with individuals and community groups.

48. The library pursues partnerships in programs and information with allied educational, cultural, and community organizations.

49. Library staff is encouraged to participate in other community organizations (serving on boards, members, volunteering and the like). Such participation is formally recognized by administration and work release time is given when possible.

50. The library acknowledges and respects cultural diversity in the community it serves.
Resources – Funding

51. Core Standard: Public libraries are funded primarily through local tax revenues. Where this is impossible due to local economic conditions (as indicated by local property tax valuation), supplementary state funds enable libraries to provide basic services.

52. Governing bodies establish local funding based on local revenues and well-considered budget requests.

April 2010 update: The following benchmarks can be used to help define reasonable funding levels. This information updates Standards for Florida Public Libraries 2004, 2006 Revision.

Florida Library Income by Source FY2007-2008

<table>
<thead>
<tr>
<th>Source</th>
<th>Total</th>
<th>Average percent of total budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local public funds</td>
<td>$599,972,131</td>
<td>90.6%</td>
</tr>
<tr>
<td>State funds</td>
<td>$31,399,892</td>
<td>4.8%</td>
</tr>
<tr>
<td>Federal funds</td>
<td>$612,161</td>
<td>0.1%</td>
</tr>
<tr>
<td>Other funds (private)</td>
<td>$29,558,488</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$661,542,672</strong></td>
<td></td>
</tr>
</tbody>
</table>

Florida Library Expenditures FY2007-2008

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>Amount</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Expenditures per capita</td>
<td>$34.77</td>
<td></td>
</tr>
<tr>
<td>Total Operating Expenditures</td>
<td>$661,542,672</td>
<td></td>
</tr>
<tr>
<td>Staff – percent expenditure</td>
<td>60.5%</td>
<td></td>
</tr>
<tr>
<td>Collection – percent expenditure</td>
<td>12.9%</td>
<td></td>
</tr>
<tr>
<td>Electronic access – percent expenditure (part of Collection)</td>
<td>8.0%</td>
<td></td>
</tr>
<tr>
<td>Other – percent expenditure</td>
<td>26.6%</td>
<td></td>
</tr>
</tbody>
</table>

53. Funding from private sources (such as foundation or corporate grants, individual contributions raised by Friends, and bequests) helps support and enhance library services.

National Library Income by Source FY2006-2007

<table>
<thead>
<tr>
<th>Source</th>
<th>Average percent of total budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local public funds</td>
<td>84.2%</td>
</tr>
<tr>
<td>State funds</td>
<td>6.7%</td>
</tr>
<tr>
<td>Federal funds</td>
<td>0.5%</td>
</tr>
<tr>
<td>Other funds (private)</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

National Library Expenditures FY2006-2007

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Expenditures per capita</td>
<td>$37.66</td>
</tr>
<tr>
<td>Staff - percent expenditure</td>
<td>65.5%</td>
</tr>
<tr>
<td>Collection – percent expenditure</td>
<td>13.2%</td>
</tr>
<tr>
<td>Electronic access – percent expenditure (part of Collection)</td>
<td>10.7%</td>
</tr>
<tr>
<td>Other – percent expenditure</td>
<td>21.3%</td>
</tr>
</tbody>
</table>

54. The library has written policies covering personnel including such topics as job descriptions, salary and classification schedule, performance review, equal employment opportunity, diversity, and other topics related to effective personnel management and that are correlated with policies of the governing body.

Professionally educated staff members

55. The number of library employees who have graduated from a library education program (master’s degree) accredited by the American Library Association is:

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Number of Professionally Educated Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>Minimum of one per administrative unit (257.17 Florida Statutes)</td>
</tr>
</tbody>
</table>
Enhanced Minimum of one at each location providing basic services but size of facility and services provided are considered in order to establish appropriate professional staffing

Exemplary One third of full-time equivalents (FTEs*) in the library/system

* One FTE equals 40 hours of work time per week.

Staffing

56. Core Standard: The library has the following number of FTEs per 1,000 of population:

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>FTEs per 1,000 population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>.3</td>
</tr>
<tr>
<td>Enhanced</td>
<td>.5</td>
</tr>
<tr>
<td>Exemplary</td>
<td>.6</td>
</tr>
</tbody>
</table>

Compensation

57. Staff compensation is regionally competitive and comparable to that of other staff within the purview of the library’s governing body that has the same level of authority and responsibility. Where the library is independently governed, common-sense comparisons with local public sector positions are used to set compensation levels.

Continuing education and training

58. The library has a written staff development plan or policy that addresses new employee orientation, ongoing training, and continuing education and is based on periodic needs assessment.

59. Core Standard: All library employees have the information and skills they need to do their jobs well; they participate each year in the number of hours of continuing education and/or staff training below. Higher education course work should not be included in this count. Library staff development programs take into consideration accreditation guidelines as they are promulgated by the American Library Association or other appropriate accrediting bodies.

Note: The following hours include formal and informal learning such as on-the-job training, information given at staff meetings, workshops, and the like.

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Hours of CE and/or Training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Professionally educated staff</td>
</tr>
<tr>
<td>Essential</td>
<td>24</td>
</tr>
<tr>
<td>Enhanced</td>
<td>34</td>
</tr>
<tr>
<td>Exemplary</td>
<td>48</td>
</tr>
</tbody>
</table>

60. Library staff participates in library professional associations at the level below:

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Professional Association Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>Minimum of one person who is a member of an association</td>
</tr>
<tr>
<td>Enhanced</td>
<td>15% of FTEs are members of at least one professional association</td>
</tr>
<tr>
<td>Exemplary</td>
<td>30% of FTEs are members of at least one professional association</td>
</tr>
</tbody>
</table>
61. The library’s staff members are computer literate, able to use electronic mail, and trained to use and assist the public in using available electronic materials and sources.

62. The library’s staff members are trained in customer service.

Volunteers

63. The library has a policy describing how it uses volunteers.

64. The library may use volunteers to enhance paid staffing.

65. Library volunteers are oriented to library mission, policies, and procedures before they begin work and are assigned tasks appropriate to their skill level.

66. The library has a process for training and assessing volunteers; volunteers are not assigned to tasks for which they have not received training.

Resources – Materials

Policy, planning, and evaluation

67. The library has a written collection development plan that has been reviewed and revised as needed within the past five years and approved by its governing body or that body’s advisory board.

68. The library’s collection development plan includes a selection policy reviewed and revised if needed within the last five years. The plan and policy consider community demographics and needs.

69. The collection development plan endorses:
   • The Library Bill of Rights of the American Library Association and its interpretations.
   • Freedom to Read, a joint statement by the American Library Association and the Association of American Publishers.
   • Freedom to View, a statement of the American Film and Video Association.
   (Note: These documents and additional resource material are available in the American Library Association Intellectual Freedom Manual 8th edition.)

70. The collection development plan includes a procedure for handling complaints, questions, and comments about materials and a procedure for quick response to such concerns.

71. The library has a materials preservation policy that reflects the mission of the library.

72. The library periodically evaluates its collection to determine strengths and weaknesses and acts on that information to make improvements.

Materials diversity

73. Core Standard: The library maintains a current collection of materials by:
   • Deleting, each year, at least 5% of the total number of items available (as counted at the start of the fiscal year).
   • Adding each year a percentage to achieve desired levels in Standard 77.

74. The library has a process to continually minimize the amount of time between purchase and availability of new materials.

Materials currency

75. Library materials reflect the diversity of the community served by the library.

76. The library makes every effort to ensure that it includes materials that its customers need and want, even though other customers may find those materials objectionable.

Amount and type of materials

77. Core Standard: The number of items (volumes) in all formats in the library’s collection is:

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Number of items in all formats, per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Up to 25,000 population</td>
</tr>
<tr>
<td>Essential</td>
<td>10,000 minimum, 3 per capita preferred</td>
</tr>
<tr>
<td>Enhanced</td>
<td>4</td>
</tr>
<tr>
<td>Exemplary</td>
<td>5</td>
</tr>
</tbody>
</table>

78. Core Standard: The library provides access to materials via the Internet and the Florida Electronic Library.

79. Core Standard: The library provides materials in a variety of formats and includes new formats as they become of interest to the service population.

80. The library provides materials that can be used by persons with disabilities in accordance with requirements of ADA regulations.

81. The library provides access to information about the materials available in other libraries.

Resources – Facilities

Planning

82. The library has a current disaster response and recovery procedure in place.

83. Planning for library facilities development is based on at least twenty year population growth projections and other factors including location of possible future library buildings and plans for major new residential and commercial development.

84. Long-term facilities needs and immediate construction and renovation project planning include community input.
Location

85. The library periodically reviews population growth in its service area and assesses the need for new facilities.

86. Library facilities are located:
   - in urban areas, no more than 20 minutes driving time from residents as an average of multiple travel time studies from a) the edges of the service area to the nearest available library and b) between available libraries.
   - in rural areas, no more than 30 minutes driving time from residents.
   - where possible on a fixed transportation route.

Notes: Driving time standards are not applicable during peak traffic seasons. Urban is defined as an incorporated place and adjacent densely settled surrounding area that together have a minimum population of 50,000. Rural is an area that does not meet the definition of urban area.

Signage

87. Library facilities have exterior signs so the library is clearly identifiable from the street.

88. There is directional signage to the library on nearby streets.

89. The library provides professionally produced interior signage adequate to help patrons make good use of the facility.

Facility Size

90. Core Standard: Standards in the chart below are for use in assessing library space needs when planning new construction and expansion of existing library facilities. The facility will meet the following square-footage standards, depending on service level.

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Total gross square feet per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Up to 25,000 population</td>
</tr>
<tr>
<td>Essential</td>
<td>.6 SF with .8 SF desired (.6 SF is state construction grant standard)</td>
</tr>
<tr>
<td>Enhanced</td>
<td>.9 SF</td>
</tr>
<tr>
<td>Exemplary</td>
<td>1.0 SF</td>
</tr>
</tbody>
</table>

Parking

91. The library provides parking availability as follows:

<table>
<thead>
<tr>
<th>Parking</th>
<th>Essential</th>
<th>Enhanced</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of parking spaces:</td>
<td>Meets local codes or one space per 200 square feet of gross building area, whichever provides more spaces</td>
<td>Meets Essential plus has additional parking to accommodate use of meeting rooms, computer labs, programming, and employee parking needs</td>
<td>Meets Enhanced plus has dedicated employee parking near the employee entrance (1 space per .75 FTE)</td>
</tr>
<tr>
<td>The number of ADA compliant parking spaces is:</td>
<td>Per Florida building code</td>
<td>Per Florida building code</td>
<td>Per Florida building code; additional spaces when service population includes a large seniors/elders group</td>
</tr>
<tr>
<td>The size of non-ADA compliant parking spaces is:</td>
<td>162 SF (9’ wide)</td>
<td>180 SF (10’ wide)</td>
<td>190 SF (10+ ‘ wide)</td>
</tr>
</tbody>
</table>

Space Allocation

92. Space is allocated for various uses as follows:

<table>
<thead>
<tr>
<th>Staff offices and workstations</th>
<th>Essential</th>
<th>Enhanced</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff offices are:</td>
<td>According to governing body standards or 100 to 125 SF</td>
<td>126 to 150 SF</td>
<td>151 to 175 SF</td>
</tr>
<tr>
<td>Staff workstations are:</td>
<td>According to governing body standards or 60 to 70 SF</td>
<td>71 to 80 SF</td>
<td>81 to 90 SF</td>
</tr>
<tr>
<td>Service desks, per computer</td>
<td>100 SF</td>
<td>125 SF</td>
<td>150 SF</td>
</tr>
<tr>
<td>Public Seating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public seats per 1,000 of population served are:</td>
<td>Less than 25,000 population = 4</td>
<td>Less than 25,000 population = 6</td>
<td>Less than 25,000 population = 8</td>
</tr>
<tr>
<td>Essential</td>
<td>Enhanced</td>
<td>Exemplary</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>---------</td>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td>Lounge seating/informal meeting, per seat is:</td>
<td>40 SF</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Table seating – adult and teen, per seat is:</td>
<td>30 SF</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Table seating – young children, per seat is:</td>
<td>20 SF</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Carrels/micromaterials, per seat are:</td>
<td>30 SF</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Storytime area space, per seated child is:</td>
<td>10 SF</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Public Use Computer Workstations</td>
<td>Computer workstations for public use are:</td>
<td>30 SF</td>
<td>35 SF</td>
</tr>
<tr>
<td>Materials Shelving</td>
<td>Print and non-print items, average number per square foot of floor space is: (see Planning Guidelines for Shelving Capacities in Toolkit)</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td>Periodicals (display shelving), average number per square foot of floor space is:</td>
<td>1.5</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Periodical display shelving height (ADA – ABA requirement) is:</td>
<td>Maximum reach of: Age 12 and over – 48”; children – Age 3-4 – 36”; Age 5-8 – 40”; Age 9-11 – 44”</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Periodical storage (back issues in public area),</td>
<td>3</td>
<td>Same</td>
<td>Same</td>
</tr>
</tbody>
</table>

**Meeting space**

<table>
<thead>
<tr>
<th>Essential</th>
<th>Enhanced</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult seating in meeting rooms theatre style seat is:</td>
<td>10 SF</td>
<td>12 SF</td>
</tr>
<tr>
<td>Speaker/performance space per meeting room is:</td>
<td>100 SF</td>
<td>150 SF</td>
</tr>
<tr>
<td>Per seat square footage in conference rooms is:</td>
<td>25 SF</td>
<td>30 SF</td>
</tr>
</tbody>
</table>

**Special use space**

Space for furnishings not listed above is allocated based on the number and type of such furnishings.

**Nonassignable space**

Space for nonassignable needs (communications rooms, stairwells, elevators, janitor closets, hallways, etc.) varies depending on building design but averages 20 to 35% of gross building space.

**Lighting**

93. Light levels are:

a. 50 to 70 sustained foot-candles at table-top height in public service area
b. 30 to 50 foot-candles at table-top height in storage areas
c. 35 foot-candles at floor level with particular attention paid to stack aisles to assure adequate lighting on all shelves
d. Lighting is evenly distributed and of such quality to provide adequate light without glare; areas housing computers are free of glare

**Telecommunications**

94. Telecommunications cabling follows the National Electrical Code (NEC) and Building Industry consulting Services International (BiCiSi) Telecommunication Association guidelines.

95. Telecommunication rooms (closets) are:

| Area Served | Closet Size |
5,000SF 10ft x 7 ft
5,000SF – 8,000SF 10ft x 9 ft
8,000SF plus 10ft x 11 ft per floor

Electrical

96. Electrical wiring meets National Electrical Code (NEC) minimum requirements.
97. Electrical power outlets are based on furniture plans and allow for future flexibility.
98. Sufficient power is available to all locations in the library to accommodate laptop computers and anticipates future needs.

Humidity control

99. Heating, ventilating, and air conditioning systems maintain relative humidity levels of 50 to 60% year round. Special collections meet stricter standards established to preserve the materials collected.

Resources - Technology

100. Policy: The library has a technology policy and plan in place; the policy is adopted by the governing and/or advisory board.
101. Availability of public access Internet-connected computer workstations.

<table>
<thead>
<tr>
<th></th>
<th>Essential</th>
<th>Enhanced</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of operating</td>
<td>Minimum of 1 public workstation per 3,000 population</td>
<td>1 public workstation per 2,000 population</td>
<td>1 public workstation per 1,000 population</td>
</tr>
<tr>
<td>computer workstations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

102. The down time for any single public access computer workstation/printer does not exceed 48 hours.

Staff

103. Scheduling and training of staff takes into consideration the demands of public computer use with regard to scheduling and trouble-shooting computer hardware or software. Sufficient staff is available to provide support in these areas.
104. The library has staff dedicated to system and connectivity planning and operations, even when the governing jurisdiction has such staff in its own offices.
105. Library staff members participate in continuing education programs and self-education regarding emerging technologies and new library applications of existing ones.

Currency

106. New technologies are incorporated into library programs and services as appropriate in anticipation of public demand.
107. Hardware and connectivity are up to date and support speedy and easy access to online and off-line electronic information resources.

108. Facilities planners will take into consideration new technologies for connectivity and telecommunications when planning new or remodeled facilities.

Interconnectivity

109. Telecommunications and computer technology is chosen to facilitate resource sharing and is compatible with Florida, regional and national library networks such as FLIN and OCLC.
110. The library has an automated library system that meets current and appropriate technical standards for library records, in order to facilitate the sharing of resources.
111. The library provides access to information on the holdings of other libraries.
Services – General

112. Core Standard: The library provides at a minimum those services that are considered basic to the mission of all public libraries, that is, lending, information, programs, public space, and Internet access and personal computing applications services.

Service policies

113. The library has policies defining the scope of its services and setting service priorities.
114. The library has a policy emphasizing welcoming and effective service for all segments of the community, including delivery of accurate information, and expeditious, courteous service.
115. The library’s policies regarding use of its resources and loan of its materials easily facilitate use by customers.
116. The library’s fee policies promote use by people of all income levels.
117. The library has a policy regarding confidentiality of customer records that adheres to Florida law and official Florida Library Association positions on this matter.
118. Where large populations speaking languages other than English are part of the user group, the library has staff that can help non-English speakers, signage, and publications designed to help non-English speakers use the library.

Prompt and Courteous Service

119. The library surveys customers periodically regarding the helpfulness and general attitude of staff members.
120. All requests for information are answered or a referral initiated within 24 hours of the request. Regular status reports are provided if the request takes longer than 48 hours.
121. The library’s public access computer workstations are available with an average wait of no more than:

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Average Wait Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Enhanced</td>
<td>20 minutes</td>
</tr>
<tr>
<td>Exemplary</td>
<td>10 minutes</td>
</tr>
</tbody>
</table>

122. Returned materials are shelved within twenty-four hours of return (except for closed days) to assure ongoing access by customers.
123. The library provides timely notification to customers of the availability of reserved or inter/intra-library loaned items.

Lending Services

124. The library has an automated system for customer and materials records that is integrated with the library’s automated catalog and provides accurate, reliable information.
125. The library’s customer registration records are accurate and up-to-date.
126. Loan periods are based on collection size, demand, and turnover rate; as many formats as possible have the same loan period.
127. Library customers can reserve and renew items online as well as in person and by telephone.
128. The library does not place age restrictions on the circulation of materials except where local policies permit individual parental requests.

Information Services

129. The library has policies / guidelines covering the provision of information services. These policies and guidelines are a reflection of chosen service responses, roles, or other elements of the library’s long-range plan.
130. The library provides in-person information services by qualified staff during all open hours. Information services include at a minimum reference, readers advisory, and assistance with access to electronic information.
131. Information provided to users in response to their queries is accurate and is derived from sources that meet professional standards of authority and recency.
132. The library provides remote information services through email, online “chat,” or telephone as appropriate and as called for in the community-based long-range plan.
133. Internet access complies with state, local, and federal law.

Services – Programming and Lifelong Learning

134. The library provides educational, cultural, and recreational programs by qualified staff and/or other qualified experts.

<table>
<thead>
<tr>
<th>Quality Level</th>
<th>Program attendance per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Up to 25,000 population</td>
</tr>
<tr>
<td>Essential</td>
<td>.25</td>
</tr>
<tr>
<td>Enhanced</td>
<td>.30</td>
</tr>
<tr>
<td>Exemplary</td>
<td>Enhanced level plus no waiting list [use your library’s policies regarding program group size]</td>
</tr>
</tbody>
</table>

*Programs sponsored by the library.
135. The library provides programs that are in concert with its long-range plan. The programs provided by the library might include but not be limited to preschool story time, teen book clubs, lectures, and classes.

136. The library plans programs where appropriate in partnership with other educational and community organizations, including schools, home schoolers, adult and children’s literacy groups, and service clubs.

137. Library programs are equally open to all and offered at times of day and days of the week that meet community needs.

138. The library program location is accessible to people with disabilities and the library provides adaptive equipment as needed.

**Services for Targeted Populations**

**Policies**

139. The library has written policies regarding the type and level of services available to the segments of its service area population that it targets for special attention.

**Young Children and Teens**

140. The library provides a separate room or area of its facilities for infants, preschool and elementary school aged children which includes materials, computers, adult and child seating, and performance space.

141. The library has a staff member with a master’s degree from an accredited American Library Association program who is responsible for planning and delivering children’s services.

142. The children’s collection and services are coordinated with schools and other agencies serving children in the library’s service area.

143. Some of the programs for children are provided in the evening and on weekends.

144. The library provides separate space for teenagers to gather and study that has materials, computers, and seating.

145. Teen-aged customers participate in the library’s planning of services targeted to their age group.

**Elders**

146. The library’s collection includes an adequate number of materials in formats that allow elders to continue to enjoy books and reading.

147. The library makes individuals who can benefit from the national Talking Book Service aware of it and assists them in getting service.

148. Adaptive devices for enlarging print and enhancing sound are available in the library for use by customers.

149. The library cooperates and forms service partnerships with local agencies providing services to elders.

150. Library staff members assigned to programs and services intended for elders have training about the needs of elders that enables them to successfully provide such services.

151. Elders are involved in planning services for their age group.

**People with Literacy Needs and Non or New English Speakers**

152. The library provides literacy and English language related services at a level appropriate to its mission and goals, and at a minimum, allows one-to-one tutoring in its public spaces.

153. The library has a formal relationship with adult and children’s literacy and English-as-a-Second-Language providers in the service area.

**People who Have Difficulty Using or Getting to Library Services**

154. The library evaluates the need for outreach services in its service area annually.

155. Outreach services are provided to individuals and groups that cannot get to library facilities, such as homebound, incarcerated, or institutionalized people.

156. The library adapts its services to meet the needs of people with disabilities as required by the Americans with Disabilities Act.

**Services - Resource Sharing and Interlibrary Cooperation**

157. **Statutory standard:** The library must provide reciprocal borrowing and other library services pursuant to interlocal agreement to residents of all political subdivisions in the county which receive operating grants from the state [Florida Statutes 257.17 (2)(c)].

158. The library participates in statewide and national resource sharing agreements.

159. Library staff is involved in regional/statewide efforts in development and enhancement of resource sharing and interlibrary cooperation.
These public library standards can be an effective tool for carrying the library message to your various constituencies. They can be helpful in planning and evaluation, in helping governing bodies set goals, and in providing you with new ideas. Here are a few examples of ways to use them.

**Internal**

- Use the standards as a basis for evaluating your current program and services. Use a staff committee to go through them one by one and see where your library stands.
- Discuss one or more standards or sections of the document for a short time at each staff meeting.
- Put standards on the agenda at board meeting; explain where the library meets standards; where it falls short; what targets it might want to aim for.
- Incorporate specific standards into your long-range plan.
- Include information about standards in newsletters and flyers.
- Include information about standards in presentations to your Friends of the Library.

**Stakeholders**

- Publicize standards with your city or county commission or other governing body. Show where your library meets them, where you could aim for a higher level.
- Use key standards in letters and emails to state legislators; keep them informed where you stand.
- Let your library patrons know where you stand in terms of standards. Invite them to share your pride in success and share in efforts to strengthen services.
- Put a note about one or two standards on the library’s web site. Change these monthly or every now and then.

**The media and general public**

- Craft press releases and announcements around library standards. “XYZ Library attains “Exemplary” level of service in YY areas.” “New building program enables library to meet state standards.”
- Visit the editorial board of the local newspaper with standards in hand, ready to talk about why a library that meets standards is good for your common community.
Library Data Collection and Use

Library data – numerical information on resources and services (inputs and outputs)—is one of the most important tools librarians have for planning and evaluation. With it we can answer the two most important management questions: “How are we doing?” and “Where do we go from here?”

Many of these standards are quantitative and these rely on readily-available data. Beyond the standards, numerical data is important in most long-range plans, and comparisons to state and national benchmarks are key to good assessment.

Librarians are fortunate to have a great deal of comparative national and statewide data available to them at the click of a mouse. Some of the most important sources:

National Center for Education Statistics
http://nces.ed.gov/surveys/libraries/compar/

The National Center for Education Statistics is an arm of the U.S. Department of Education. It joined in 1988 with the American Library Association, COSLA (Chief Officers of State Library Agencies), and the NCLIS (National Commission on Libraries and Information Science to form the FSCS, or Federal-State Cooperative System for collection of library data.

This site is easy to use, providing step-by-step instructions in choosing peer groups and selecting data elements. It provides several different output formats—bar charts, complete data tables, and rankings, for example.

The following example is a direct screen capture of a comparison of Florida’s Citrus County Public Library with other county libraries in the Southeast. Two data elements are shown – income funding per capita and visits per capita.

Example of NCES Bar Graph Data Report

“Library of Interest” in this case is Florida’s Citrus County Public Library “Peer Group” was defined as all County-governed libraries in the Southeast

Florida Department of State, State Library and Archives, Office of Community Development
http://dlis.dos.state.fl.us/Librarians/

The Florida state library agency collects data annually from public libraries and reports it to the NCES. In addition, it provides full statistical tables and rankings information on its web site. This information is often more current than that at the federal web site. In addition, State Library consultants can help individual libraries with finding and presenting specific data elements most appropriate for a given purpose.

Library Research Service
http://www.lrs.org/public.asp

This service is based in the Colorado state library agency, but it has a variety of links and “Fast Facts” on all types of libraries and national data. It includes a good community analysis template at http://www.lrs.org/asp_public/ca_form.asp is easily tailored to Florida use (see the “Planning” section of this toolkit).

Hennen’s American Public Library Rating Index
http://haplr-index.com/index.html

Thomas Hennen’s American Public Library Rating Index weights 15 measures and rolls them up into an index and then provides ratings of public libraries nationwide. Hennen uses NCES data (see above) on traditional resources and services. He does not factor in audio, video, or electronic materials and services. This index has received a good deal of attention in both library and general press since its inception in 1999. Measures are as follows, with weighting:

- Expenditures per capita 3
- Percent Budget to materials 2
- Materials Expenditures per capita 2
- FTE staff per 1,000 population served 2
- Periodicals per 1000 residents 1
- Volumes per Capita 1
- Cost per circulation (low to high) 3
- Visits per capita 3 Collection turnover 2
- Circulation per FTE Staff Hour 2
- Circulation per Capita 2
- Reference per capita 2
- Circulation per hour 1
- Visits per hour 1
- Circulation per visit 1

Public Library Association/Public Library Data Service
http://www.ala.org/ala/pla/plapubs/pldsstatreport/pldsstatistical.htm

The Public Library Data Service of the Public Library Association (a division of ALA) annually publishes a statistical report on a representative sample of public libraries. This report is generally a year more current than data available from NCES. In addition to the published report, the PLDS provides tailored data analyses to individual libraries for a small fee.
Tips for using library data effectively

- Data can be a very powerful way to show high use (for example, visits, circulation, reference questions); high need (data on funding, collections, and facilities compared to state and national averages), or high achievement (growth over several years).
- Don’t overwhelm people with statistics—pick one to three data elements that carry your message well, and use them consistently.
- Many people respond well to one or two key statistics—you’ll see the “Aha!” expression on audience faces when you supplement a story of service with one or two numbers. Mention two statistics along with one good story in every speech or presentation. (XYZ library welcomes more than x,000 people a day in person, and another xx,000 by cybervisit). (XYZ library lends more items than state average; spends less money than most.)
- Put interesting data elements on a bookmark, flyer, or your web site. (For example, “Last month, we checked out more than xxx,xxx books, videos, and audio materials.”)
- Prepare several years of data on use or funding to show growth (or lack).
- Use key data elements in your presentations to advisory board, city or county commission. Relate these to data collected by other government agencies.
- Relate data elements to non-library information. (Example: More people used the XYZ library last year than watched the super bowl on TV; there are more libraries than McDonalds’ in America, XYZ library is the most-used county service.)
- Use data internally with your staff. It will reinforce their impression that they’re working very hard and providing lots of service. It will also help them plan and assess daily activities.
- Let your governing and advisory boards and Friends of the Library know about your statistics. Help them use data in their own presentations. Add a statistic or two to your message in their newsletter.
- Keep especially good track of the data elements that are included in the core standards in this document: Staff per 1,000 population, continuing education time, hours open, collection size, square footage of facilities.

Demographic Information Resources

This section of the Tool Kit describes some resources for demographic information about a library’s service population. Demographics — population size, sex, race, language spoken, education, housing, economic condition and other data — are important for planning services and facilities. Population size is an important demographic for using the FLA Public Library Standards.

Where to Find Demographic Data

Information about the people in a geographic area is available at the local, state, and national level. Much of it is based on U.S. Census data with estimates of change in the future determined by planning experts. Some resources are:

1. Local
   - Municipal and county governments. Many have planning departments that use census and other data to establish population estimates as far out as 20 or 30 years as well as track other demographic information. Planners are aware of pending and proposed residential and commercial development that will impact growth. The many counties and municipalities that govern public libraries in Florida may prefer use of their own data for library planning, especially if there is a significant difference between it and data available from other sources. Some of this information may be online.
   - Chambers of Commerce. An array of demographic information is usually available in a brochure or packet provided to people and businesses considering locating in the area. Treat these data with caution as they may differ from data accepted by local governments or may be dated. Chamber information on community and area employers and resources is very valuable, however.
   - Metropolitan or regional planning organizations (MPO). These may be part of local government or they may be separate entities. City and county government will be aware of such organizations in your area and can refer you to them. They usually have a great deal of demographic information available and are often willing to produce maps, tables, etc. for library planning purposes.
   - Economic development agencies. Some counties and cities have branches of government or non-profit agencies that work on economic development. They offer demographic information in an easy to use format, often comparing the area they cover to other areas of the state or nation.
   - Your library should have a copy of the most recent Florida Statistical Abstracts, produced by the Bureau of Economic and Business Research (see below), an annual print publication with population projections and other demographics.

2. State
   - Bureau of Economic and Business Research (BEBR), University of Florida, www.bebr.ufl.edu. BEBR produces Florida’s official state and local population estimates and projections, researches other demographics, and publishes the Florida Statistical Abstract. Data is not available online. Updated population estimates for Florida’s larger cities and all counties are available each year.
Florida Department of Transportation (FDOT) provides tables of selected Census 2000 data to every Metropolitan Planning Organization (MPO). While not all counties are in an MPO, this is a good tool for using census block data if yours is (census blocks make up census tracts and are relatively small areas of geography). FDOT also coordinates with MPOs to develop Transportation Analysis Zone (TAZ) data, where geographic breakdown is also small. These data are available from local/regional planning organizations, MPOs, and FDOT. TAZ data include estimates of growth. The geography of a TAZ is sometimes different than that of a census block. TAZs may provide statistics for a smaller area of land and so better meet needs for branch level planning and for determining the likely service population for member libraries that are part of a single-county public library cooperative. Users of TAZ data should be aware that it is not updated often and can be dated.

Florida Census State Data Center (SCD), Florida Agency for Workforce Innovation offers online information from Census 2000 data at www.labormarketinfo.com with a chart for each county covering a lot of types of data. Projections of population growth are not available but this site does provide work flow statistics – where workers live and work, by county.

3. Federal/National
- U.S. Census Bureau, www.census.gov. The U.S. Census Bureau of the Department of Commerce is a goldmine of information about the most recent census but it does require digging through the many tunnels offered to reach census data. The Bureau’s web site can be complex to the newcomer. Estimates about the future are not provided.
  - Best place for a newcomer to start when seeking demographic information: www.census.gov/main/www/cen2000.html. This page offers several tools for accessing census information. For Florida specific information from the 2000 census, go to http://www.census.gov/census2000/states/fl.html. This page also links to the current Florida Summary files.
    - Easiest tool: State & County Quick Facts summarizes the most requested data on states and counties. Tables offer 33 data points covering population (2000 and estimated beyond that) and percentages of total for an array of demographics (age group, sex, race, education, household income, etc.)
    - Most complete data tool: American Factfinder connects to tables and maps of Census 2000 data (and population projections to the past year) as well as other census related information services. Data retrieved by the searcher is more detailed than that in the State & County Quick Facts.

Public Library Geographic Database (PLGDB) at www.geolib.org/PLGDB.cfm: The Florida Resources and Environmental Analysis Center (FREAC), Institute of Science and Public Affairs at Florida State University makes available on line a database of 16,000 U.S. public libraries and online tools for mapping demographic data and library locations.

Other ways of getting information
- On population and housing statistics
  - Information: Census Bureau Population Topics and Household Economic Topics
  - Email on population, including historical data: pop@census.gov
  - Email on income, poverty, housing, labor force, occupations: hhws-info@census.gov

E-sales: a product catalog is available at www.census.gov/mpn/www/censtore.html (cannot access as a link from this page)

Using Demographic Data
Demographic data about your service area can be used for several purposes, among them services and facilities planning, evaluation, and telling the library story to the public, support groups, and governing bodies.

Information such as population ethnicity, language spoken, number of people in age groupings, and economic well-being should be used to help guide long-range services planning (see Toolkit on planning). Facilities planners use population projections to help them decide how much space will be needed as far away in time as 20 years or more. There are numerous publications available about using demographic data for these and other purposes so a detailed discussion is not provided here. These sources also discuss how to present such data for maximum impact, often recommending visuals such as tables and graphs. Public libraries also use Geographic Information Systems (GIS) to show data on maps of their service area. Maps can show any data that is in digital format and has spatial attributes such as population growth projections and other demographic information about a geographic area.

Many Florida cities and counties have GIS departments that will work with the library to present data in this format. Private company that provide mapping of U.S Census and other data are easily located on the Internet and some offer special services and programs for libraries, including mapping data from the library’s integrated library system database.
Although there are many models for long-range planning, most have the same general approach:

1. Identify who will participate in the planning process and in what way (serve on a planning committee, attend a focus group, respond to a survey, and so forth)

2. Decide the time frame for the plan and the steps you will use to develop it (three years as opposed to four or five; develop a vision for service or not; use a published planning model or go it on your own; finish in three to four or six to eight months)

3. Decide how you will inform the governing body, the public, library staff and supporters about the planning activity and how they can participate; decide how you will publish the results when you are done

4. Collect information about the people in the library service area; analyze their needs and how needs evolve during the plan time frame

5. Collect information about the library’s services; analyze what it says about the library’s success in meeting needs

6. Define a vision for service and develop a focus for library services – set your library’s goals for the next three to five years as opposed to developing a multi-year plan that you update annually

7. Develop a mission statement that describes what the library does

8. Establish goals and objectives for service so you can clearly state where you are headed

9. Identify the actions the library will take to work towards goals (this is an overlap with operational planning); you may also identify resource needs in your plan

Public-Library-Specific Resources for Long-Range Planning

1. The Public Library Association (PLA) has published a series of planning models since the early 1980s. The New Planning for Results, by Sandra Nelson, offers an efficient model successfully used by libraries all over the nation since its publication by PLA in 2001. Detailed descriptions and examples of thirteen “service responses for public libraries” makes PFR uniquely suited to public library planning. Forms and suggestions for managing planning meetings are provided.

2. PLA also publishes Managing for Results, a follow-along book to PFR by Sandra Nelson, Ellen Altman and Diane Mayo. This tool provides procedures and forms for collecting data preparatory to assessing strengths and weaknesses in public library resources as part of the planning process.

3. New Pathways to Planning (http://skyways.lib.ks.us/pathway/) is a planning process for small public libraries created for the Northeast Kansas Library System in 1998 and updated in 2003. The New Pathways web site has an online version of the planning workshop for which the model was developed. It offers a customized alternative to Planning for Results.

4. Library Research Service at www.lrs.org has a Community Analysis Scan form on line that organizes this step in the planning process and links to data sources. Some sources are for Colorado only – see the section of this Tool Kit on demographic
information for Florida resources. This site and its form is suggested because it will help you control the librarian’s urge to research indefinitely.

5. Another way of looking at information about the library’s service area user population is Geographic Information Systems (GIS) mapping. Population demographics and library user data that has spatial attributes, such as addresses or zip codes of people registered at a library, is plotted on maps to help planners understand its implications for service. Many Florida city and county governments have staff and software for GIS mapping, a resource that can be accessed by the library. This service can also be purchased from consultants and companies that work with population and library data.

Generic Long-Range Planning Resources for Government and Non-Profit Entities

1. Public libraries governed by county or municipal governments sometimes are asked to produce a plan concurrent with and using the same model as other departments. The International City/County Management Association (ICMA at www.icma.org) and its Florida chapter (FCCMA at www.fccma.org) can connect library managers to planning models used for these purposes. ICMA does not offer a specific planning process but is an information resource.

Planning models used by governments come and go with the times. Quality management based planning is an approach used in many Florida local governments. Others emphasize outcomes based planning and evaluation. Planning consultants are often used and many have developed their own models.

2. BoardSource, formerly the National center for Nonprofit Boards, at www.ncnb.org publishes Strategic Planning and the Nonprofit Board. It focuses on board planning as opposed to library services planning but is useful for public libraries governed in this way.

3. Nonprofit GENIE (Global Electronic Nonprofit Information Express at www.genie.org) offers information for educating governing bodies, library supporters and advisory boards about long-range planning.

4. The Innovation Group at www.ig.org provides a for-fee service to local governments and a number of Florida cities and counties are members. The Group has a Libraries networking group. The purpose of Innovation Group is to improve local government; strategic planning is one of their interests.

5. Price indexing is sometimes used by public libraries as they plan. The Consumer Price Index (US Bureau of Labor Statistics), Cost of Living Index (Research Associated of Washington), and American Chamber of Commerce Researchers Association (Cost of Living Index) produce indices that can be useful.

Operational Planning Format

This format is helpful to organize operational plans and can be published to library staff members so they will be aware of not only what is planned but what their responsibilities are relative to plans.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible person(s)</th>
<th>Begin and end dates</th>
<th>Resources needed/available</th>
<th>Notes</th>
<th>Progress</th>
</tr>
</thead>
</table>

Data-based Decision Making as Part of the Planning Process

Operational plans are often dependent on resources available. Managing for Results, published by PLA and mentioned above, promotes the concept of making resource decisions – do we have enough of this, do we need more of that – based on hard data rather than management and staff perceptions. Resource categories in MFR are staffing, collections, facilities, and technology.

PLA offers other titles in the Results series that are helpful for gathering and analyzing data as you transition from long-range to shorter-term operational planning. Recent available titles are:

- **Creating Policies for Result From Chaos to Clarity**, Sandra Nelson and June Garcia, 2003
- **Technology for Results: Developing Service-Based Plans**, Diane Mayo, 2005
- **Demonstrating Results**, Rhea Rubin, 2005

Future titles will focus on fund raising and facilities management; other titles are expected through 2008.
Public Library Facilities Planning

The FLA Public Library Standards section on facilities is quite detailed. These detailed standards are both for evaluation of existing facilities and to assist library managers as they apply for state construction grants. Grant applications require comparison of the proposed new/renovated/expanded library building to standards. Facilities planning and evaluation is much broader than those few standards, however. This section of the Tool Kit provides information as assistance to building planners.

Planning Approach

Inclusive planning

As with services planning, facilities planning should be approached as an opportunity to include not only library staff but also the public and representatives of governing bodies and support groups. This can be tricky. You probably don’t want to engage in discussions about color schemes and staff offices with the general public but you do want to use their help in assuring that the building and location will meet their needs and fit well into the local environment.

Building committee

A building committee is customary for facilities planning, including for expansions and major renovations. It may, or may not, include representation from the general public but usually does include library management and representation from library staff, those responsible for facilities within the governing body, and support groups. Public opinion about needs and design can be sought through other means such as surveys, open meetings, and invited focus groups.

Determining Space Needs

Service plan driven

Deciding how much space is needed in a library building is based on many factors but the overriding determinant is the type and amount of service that will be provided in it, including support services. Service plans shape decisions about staff spaces and the number and type of collections, furnishings, and equipment that can be housed when the building is at maximum capacity.

Service, whether long-range or continuous, and technology plans are vital for facilities planning. If you first establish the focus and emphasis of your service and where you hope to take it in future, figuring out what kinds of spaces are needed is easy. There is a gap, though, between the three to five years of your services plan and the time frame for facilities planning (20 years). This requires some additional work to be sure adequate space for service growth will be available through those 20 years (or fewer if the library is located in a very high growth area and you anticipate needing expansion or another new building in less than 20 years).

Population change impact

Anticipated change in the service population is also an important factor in determining space needs, especially in our fast growth state.

Master building/facilities plans

Libraries and library systems in Florida frequently develop a long-term plan for library facilities development that brings together a discussion of population changes and service plans. Such a plan will identify projected sizes and locations of new/expanded buildings for a 20 year period or more. This has been very common in Florida and some libraries are on their second round of 20 year facility plans.

Size predetermined

A master building plan predetermines library facility space, or at least tries to project future needs. When the time to build comes around, however, those needs may have changed but library governing bodies are committed to the square footages in the master plan. New research into needs can sometimes make the impact needed to move them beyond an older building plan.

In some cases, facility size is predetermined when a governing body specifies gross square footage it can afford. This is an all too common situation and sort of puts the cart, space that will be available, before the horse – space needs as indicated by service plans.

Planning Tools

1. Public Library Space Needs: A Planning Outline/1998, by Anders C. Dahlgren, Wisconsin Department of Public Instruction, available in WORD and as a PDF at http://dpi.wi.gov/pld/plspace.html. This tool is easy to use to establish overall square footage need without first identifying a lot of detail. It can be useful in the early stages of planning. The entire document, including forms for calculations, can be downloaded without charge.

Space allowances are generous; using this tool without adapting those allowances will almost always result in a 1.0 square foot per capita result (1.0 SF per capita is the FLA Public Library Standards Enhanced level). It can be easily adapted, however, by adjusting space allocations provided for calculating space needs in each step. The steps are:

   a. Determining design population
   b. Identify collection space needs
   c. Identifying reader seating space needs
   d. Identifying staff work space needs
   e. Identifying meeting room space needs
   f. Determining special use space needs
   g. Determining nonassignable space (growing factor) needs
   h. Putting it all together

A downloadable Space Needs Worksheet in Microsoft Excel can be used to make calculations. A list of space needs for representative types of equipment and special use space is provided.

2. Libris Design is a library facility planning information system and downloadable database that was developed for California Public Library planners and is available at http://www.librisdesign.org. It can be used to develop a building program and make cost estimates and includes a powerful and complex database. Participation in training
is required to acquire the database. The web site offers online help for every step and a downloadable help document.

The database and any associated files may be used free of charge by anyone planning a public library. Training is provided by InFoPeople for a fee. Libris Design requires the software applications Microsoft Access 97, SR-2 or Microsoft Access 2000 (or newer).

Additional information available for downloading includes:
- General Requirements of the Public Library Building – files that can be inserted into your building program as “front end” documentation
- Glossary of Libris DESIGN Terms and Planning Assumptions (in the Help section) – definitions with drawings for selected definitions; the office system workstation definition has a lot of useful drawings to help with design using modular or landscape office furnishings.
- Narrative discussions or “papers” on various design related topics
- Information on new California libraries – picture galleries are of particular interest here but size and cost information is also useful for comparison purposes

3. Books on planning libraries are numerous. Checklist of Library Building Design Considerations, 4th ed., by William W. Sannwald and available from ALA stands out because it is a planning tool. If the building committee marches through this checklist they will leave few stones unturned in making the detailed decisions required to plan a building.

### Information for Calculating Shelving Capacities and Shelving Space Needs

#### Common Shelving Types: Linear Feet Available

<table>
<thead>
<tr>
<th>Shelving type</th>
<th># of shelves</th>
<th>Linear feet per 3’ section</th>
</tr>
</thead>
<tbody>
<tr>
<td>84” high</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Single sided</td>
<td>7</td>
<td>21</td>
</tr>
<tr>
<td>• Double sided</td>
<td>14</td>
<td>42</td>
</tr>
<tr>
<td>78” high</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Single sided</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>• Double sided</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td>66” high</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Single sided</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>• Double sided</td>
<td>10</td>
<td>30</td>
</tr>
<tr>
<td>42” high</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Single sided</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>• Double sided</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>Magazine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 60” high</td>
<td>4</td>
<td>12</td>
</tr>
</tbody>
</table>

#### Square Footage Requirements per Section of Standard Shelving

<table>
<thead>
<tr>
<th>Shelving depth</th>
<th>Single sided</th>
<th>Double sided</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>42” aisles</td>
<td>42” aisles</td>
</tr>
<tr>
<td>8” deep</td>
<td>12.5 SF</td>
<td>14.5 SF</td>
</tr>
<tr>
<td>10” deep</td>
<td>13 SF</td>
<td>15.5 SF</td>
</tr>
<tr>
<td>12” deep</td>
<td>13.5 SF</td>
<td>16.5 SF</td>
</tr>
</tbody>
</table>
Marketing and Community Relations Resources

Continuous communication with your community and stakeholders about library programs and services is a crucial function of library management. This fact is reflected in these standards. Such communication is a two way street, and involves listening to the community as well as informing it.

Information on using these standards to help carry the library message to the community is included in previous sections of this toolkit.

In addition, there are many excellent resources to help busy librarians plan community relations and marketing efforts. This is a very short list of some of them:

On the Web

http://www.olc.org/marketing/

A very good, free, self-paced introduction to marketing web course. Includes forms for planning and implementation; lists of further resources.

On the Shelves

McCook, Kathleen de la Pena. A Place at the Table: Participating in Community Building. Chicago, ALA, 200.

