

Flagler County Public Library
Long Range Service Plan
FY 2012 – 2015



Approved by the Library Board of Trustees – June 6, 2011

Table of Contents

Introduction	3
County Profile	4
Library Profile	6
Emerging Trends	9
Assumptions	10
Assessment of Needs	11
SWOT Analysis	11
Vision Statement	14
Mission Statement	14
Library Service Responses	15
Selected Service Responses	18
Goals, Objectives & Activities	19
Plan Implementation and Evaluation	29

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Introduction

The purpose of this document is to set forth a plan for the development of library services to meet the needs of the Flagler County community during the period FY 2012 through 2015. This **Long Range Service Plan** presents goals, objectives and action plans that will enable the Flagler County Public Library to develop library services that will meet the needs of the community, including administrative, collections, public services, technology, branch / outreach services, personnel, technical services, and the physical facility. The goals of the planning process include setting forth a detailed service plan for the next three years, creating a greater awareness in the community of the library's mission, and developing a strategic plan in compliance with state regulations.

This planning process, developed by Sandra Nelson for the Public Library Association and detailed in the publication The New Planning for Results: A Streamlined Approach, creates a framework for looking at both the community and the library. Excellence in the provision of services is achieved only when they reflect community needs, interests, and priorities. Therefore, Flagler County Public Library and its services are based on the needs of Flagler County citizens and visitors. The 2007 Public Library Service Responses developed by June Garcia and Sandra Nelson was used in conjunction with the above planning process to identify priorities. Input for the planning process was obtained through analysis of demographic trends, staff input on the development of services, study of the "best practices" from comparable libraries, and most importantly surveys, and suggestions from the public who use the library system. The **Long Range Service Plan** was developed and written by library staff.

A revision of the **Long Range Service Plan** using this same approach will be conducted during FY 2015. This will include input from different constituencies and segments of the population and a thorough study of the Flagler County community and a review of the vision as set by local government. The plan will detail the development of public library services in Flagler County for the period 2016-2019 and will replace and carry into the future the current **Long Range Service Plan**.

County Profile

Located on Florida's northeast coast between St. Johns and Volusia counties, Flagler County encompasses 485 square miles. Flagler is bordered on the east by twenty miles of Atlantic Ocean coastline. Its largely unspoiled coastline and the county's commitment to preservation of the environment attract people to the area. Flagler County was the fastest growing county in the nation from 2004-2006 and during this time period the population increased significantly. As a result of this increase the population rose from 49,832 in 2000 to 89,075 in 2006, which was an overall change of 66.7%. Currently, according to the 2010 Decennial U.S. Census, Flagler County has a population of 95,696.

At the close of the Seminole Wars in 1842, the area of the present Flagler County was virtually uninhabited. Hardy pioneers began to trickle in from the north seeking land and economic opportunity promised by early land developers. Many other pioneers were of African-American origin, escaped from slavery or newly freed. Agriculture sustained the sparsely settled community with timber, turpentine, cattle, citrus, potatoes and cabbage predominating. Flagler County did not become a county until July 1, 1917. The county remained rural and sparsely populated during the first half of the 20th century.

In 1968 a new era began as ITT (International Telephone and Telegraph Corp.) chose the area for a new planned retirement community named Palm Coast. This brought a large influx of retirees from the country's northeast and Midwest as well as Europe. In September 1999, the citizenry of Palm Coast voted overwhelmingly by a margin of two to one to incorporate as a council/manager form of government. On December 31, 1999, the City of Palm Coast was officially incorporated. Today the City of Palm Coast accounts for almost 75,180 of the County's 95,696 citizens.

While Palm Coast is the major population center, other areas of the county are experiencing changes in population. These include Bunnell, the county seat with a population of 2,676; Flagler Beach, a beachfront community with a population of 4,484; Beverly Beach with a population of 338; Marineland with a population of 16; and the unincorporated areas with a total population of 13,002. Flagler Beach maintains a small municipal library for its citizens.

The community that comprises Flagler County today is richly diverse both culturally and ethnically. The economic composition of the county ranges from the extremely affluent, living predominantly in gated communities or near the Atlantic Ocean, to families living below the poverty line in various areas of the county. Between these extremes there are a large number of retiree and working class families. Recent immigrants from Russia comprise another subset of families. A recent demographic study conducted by the University of Florida demonstrated a change in the ratio of retirees to working age adults and children. The younger age groups now comprise an increasingly larger proportion of residents. This is a trend that is expected to continue in the coming years. According to new figures released from the 2010 U.S. Census, 25%

of Flagler's population is comprised of seniors 65 years of age and above, 21% children through the age of 18, and 54% adults 19 – 64 years of age.

In the last couple of years, with the economic downturn and the housing crisis, Flagler County's population growth has been mostly stagnant. As a result of this crisis, Flagler County held the highest unemployment rate in the State of Florida mainly due to the large number of job losses in the construction industry. Housing costs continue to be below those for Florida in general, but many residents that live in Flagler County must commute to jobs in nearby counties such as Volusia, St. Johns, and Duval. The median income in 2008 was \$45,674 per household; \$52,831 per family; and \$31,741 per capita.

Flagler County schools are considered to be very good, which is an attraction for many people. There are twelve schools in Flagler County including three Charter schools. Flagler County is also home to a satellite campus for Daytona State College. This campus does not maintain a library so the students either use the Flagler County Public Library or travel to the main campus in Daytona Beach.

As the economy and housing market recover, with good schools, a low tax rate, and a fine climate, there is little doubt that the population will continue to increase and Flagler County will thrive.

Library Profile

The Flagler County Public Library was established as a department of County government in 1987 and began to receive funding from the County. Until that time, the library was volunteer-driven and funded by donations and membership in Friends of the Library. In 1980, the Palm Coast Library opened in a storefront shared with Daytona Beach Community College. At this time, ITT donated a piece of land in the Palm Harbor Shopping Village, a center of the community. Grant funding helped enable a small library to be built. This facility, which opened in 1983, was staffed entirely by volunteers. After the library became a county department, the building was expanded to 5,600 sq. ft. and continued to serve as the Flagler County Public Library until the new 30,000 sq. ft. facility was opened in January of 2000.

In 1996 a Public Library Construction Grant Application was submitted to the State Library, and a \$400,000 construction grant was awarded in August of 1997 to help fund construction of the new facility. Groundbreaking was held on October 19, 1998. Flagler County citizens were eagerly awaiting a new, larger library and this was the first public building that the county had constructed in many years, so interest in the project was high during the planning, design and construction phases.

Since opening on January 12, 2000 the new 30,000 square foot Flagler County Public Library has had a significant impact on the community. The library is centrally located in Palm Coast where an estimated 75,000 of the County's 95,696 citizens live. Designed by Harvard, Jolly, Clees, Toppe, Architects of Orlando and St. Petersburg, the facility is simple and open in design. The layout is highly functional and flexible, making it possible to accommodate developing collections and service needs. A large clerestory in the central portion of the building and numerous windows give a sense of light and space. Light oak furniture and shelving add to the clean, open look. The building was designed to give the impression of bringing the outdoors inside the structure. Cool greens and blues are the predominant fabric colors, thus adding to this impression. The building takes good advantage of its nineteen acre, wooded site. A bank of windows runs along the entire rear of the building giving patrons views of trees and shrubs. In 2001, the Friends of the Library funded construction of a gazebo located at the rear of the building. A pathway with inscribed bricks (sold to fund the gazebo) leads from the library to the gazebo. The gazebo is a place for quiet reading and the presentation of children's programs, poetry readings, etc.

On February 23, 2004 the Bunnell Branch of the Flagler County Public Library opened its doors in a small commercial building located at 103 East Moody Boulevard. The branch was established as a result of the law collection being moved out of the courthouse and the need for staff to maintain and allow for accessibility to the collection. The library was also looking to expand into underserved areas of the county and this opportunity presented an optimum solution. There is approximately 3,000 sq. ft. in the Bunnell Branch, which houses a collection of fiction, non-fiction, reference, some Flagler County historical reference documents, children's, and the law collection. It does not

have as large a collection as the Main Library but the staff is able to bring items over from the Main Library at the request of patrons. The law collection is available to serve the legal community and the public. The collection contains major Florida primary legal resources and some federal resources. In addition to the collection, the Bunnell Branch also has three computers with internet access and Microsoft applications. Printing and photocopying services are available for public use at both facilities.

In the past two years the Main Library has added approximately a dozen shelving units in the adult, teen and children's department. With the addition of the new shelving, the Flagler County Public Library now has enough shelf space to accommodate more than 140,000 items. This space enables the development of responsive collections in a variety of formats that will meet the needs of library users in the years ahead. Currently, there are some 106,000 titles and 142,000 items in the collections.

The library is the central hub of the community and integral part of quality of life. The meeting room and three study rooms located at the Main Library provide free meeting space for non-profit community groups. This past year more than 100 organizations and local individuals have utilized the library meeting room and study rooms. The small study rooms are used for such activities as literacy tutoring, bereavement counseling, individual and group study, as well as other small meetings.

Use of the Flagler County Public Library has remained high with the economic downturn and high unemployment. In FY 2010 a total of 479,294 collection items were circulated with more than 407,000 visits to the library. Also during FY 2010, some 5,815 persons registered for a library card and now 42,065 people have active library cards (cards unused or expired are purged from the automated system every three years). In 2002 the Board of County Commissioners approved a reciprocal borrowing agreement with Volusia County and in 2009 with St. John's County. These agreements allow sharing of collections between and among the residents of each county.

A seven member Library Board of Trustees, which is charged by county ordinance with determining policy, is the governing board for the library.

The Friends of the Library of Flagler County, which has over 1,100 active members, is an extremely strong and influential support group. The Friends generously fund many diverse "enhancements" that enable residents and visitors to have access to greatly improved services. The Friends Executive Board, the governing group for the Friends of the Library for Flagler County, meets monthly to conduct the business of the organization. Friends support takes many forms, including funding collection additions, technology and funding professional performers for children during the Summer Reading Program and at other special events. The Friends group is very active in providing a diverse range of programs to the community.

The Board of County Commissioners, County Administrator, and the entire county staff continue to be very supportive of the library.

The library began as a volunteer endeavor and volunteers continue to play a vital role in providing services. During FY 2010, some 150 volunteers contributed 14,592 service hours (an equivalent of 7.00 full-time employees). Since the library staff consists of 16.5 persons, the volunteers are important in assisting staff to provide essential services and carry out many worthwhile special projects such as the Oral History and Veterans Project. The library web site www.flaglerlibrary.org and the county web site www.flaglercounty.org were originally created by a library volunteer. These volunteer activities have provided many benefits to the library in terms of recognition and support from other county departments. Certainly it would not be possible to offer the same level of library services without the strong support of the volunteers.

Emerging Trends

Before developing a long range plan, it was essential to think about the entire county including the underserved areas, demographic changes, and other changes as a result of a poor economic climate. These changes and their potential impact to the delivery of library service needed to be taken into consideration when identifying key trends. The key trends identified are as follows:

- Dramatic population growth in Flagler County from 2004-2006 continues to strain the ability of the library system to keep up with demands of the community due to budget constraints.
- As more families move into the county changing the demographics, the need for varied services and expectations for accessible library services continues to grow in a climate of declining budgets.
- As a result of high unemployment and few job opportunities within the county an increasing number of Flagler County's work force must commute to neighboring counties. The unemployed individuals are faced with the time consuming task of searching for jobs and filling out applications, while those in the work force have little free time for use of the library for education or entertainment. As a result, people are looking for services that are fast and convenient.
- As the population ages there is an increase in the number of individuals with various physical disabilities requiring special services, particularly those that are home bound or immobile.
- Libraries face increased competition from other organizations, businesses and online services that provide information and reading materials in a world where many people think they can get everything they need on the Internet.
- Today's population has different expectations for library service. People expect libraries to be more social, to have cafes, and to be places where they can meet members of the community.
- There is a growing need for access to computers as well as training to use computers. Today many government offices have closed their doors, placing an un-mandated burden on the public libraries to not only supply Internet access but to assist patrons in filling out forms without prior training. This new service is known as E-Government.

- People expect more technology formats, faster access to books on CD, DVDs, e-books, playaways, and more databases on the web as well as staff that can provide the training to help use the new technologies.
- Society places a greater emphasis on decreasing the tax burden and finding alternative funding sources.
- Millennial library users have a different way of learning and using libraries. Library staff will have to adapt current practices to attract and retain new users. Libraries are now using marketing strategies including branding and advertising.

Assumptions – The Next Three Years

Assumptions about the future shaped the development of this plan. Most significant about these assumptions is the idea that libraries have to change based on declining budgets while being responsive to community needs.

1. Libraries are no longer a one size fits all and are changing their roles based on what is going on within the context of their own communities. Libraries are rethinking and changing current practices.
2. Libraries are thinking outside the box about services and breaking away from the traditional perception that libraries are warehouses for books. Libraries are offering meeting space, marketing products similar to retail and adding specific services as a profit center.
3. Public Libraries are finding new services, such as our passport service, that can also provide alternative funding. This allows libraries to continue serving the community in a more cost effective way and decreasing the tax burden.
4. Technology has reshaped the way in which library services are provided. Libraries need to embrace new technology in order to provide easier and more convenient access to our services.
5. People want libraries to be easy to reach with abundant and convenient parking. The library needs to be centrally located and should be accessible via the web 24/7.

Assessment of Needs

To determine community needs and preferences for library services in Flagler County, the library provided surveys for the community and staff to comment on the future development of the library system. Following is a list of recommendations based on the result of this 2010 survey.

Make library service more convenient to users

Participants want greater access to the library including Sunday hours at the Main Library and increasing the Bunnell Branch to five days per week.

Grow the Collection

The consensus from the survey indicates a majority of the community would like to see additional copies of bestsellers, more formats including e-books, large print and access to movies in DVD format.

Provide access to a clean, safe and welcoming environment

The most often mentioned comment is that the public would like to see more programs offered which would require either a larger meeting room space or an additional meeting room space. Other comments included larger parking with better access, quiet reading space and the addition of a café to create a warm and inviting atmosphere.

Improve Technology

Access to public computers has become a central role for public libraries. Users have expressed their frustration about needing more computers, a faster network, a color copier, access to a scanner and training on use of computers.

Address the Needs for All Population Groups

As the demographics change, we see a larger number of families with children but also a larger portion of seniors due to an aging population. As a result the demand for more programs specifically for children and seniors was a major theme in the responses from the surveys.

SWOT Analysis (strengths, weaknesses, opportunities and threats)

In order to plan appropriately the planning team had to consider the strengths as indicators of opportunities that exist for expanding and strengthening library service in all areas of the county. Along with the strengths come challenges that need to be addressed prior to planning for the future. These strengths and challenges provide the library with insight in order to better identify priorities to address during the planning cycle.

County and Library Strengths

- Creative library programs that attract new users to the library. Library staff is aware of the needs of this community and plan accordingly.
- A cooperative atmosphere among surrounding communities that allows for resource sharing and reciprocal borrowing.
- The new library automation system encourages users to request items via the web, encourages a greater level of interaction with the library and makes for a more efficient and faster service.
- A strong library board which acts as an advocate for library services.
- County residents and local government that supports the library system.
- Friends group that is an integral part of the library and supports the library system through advocacy and funding.
- Dedicated and competent staff and volunteers.
- Passport service which not only provides a needed service to the community but also provides needed revenue for library enhancements.

County and System Challenges

- The inability to keep up with changes in technology due to limited funds.
- Limited public transportation making it difficult for some to reach the library.
- Downturn in the economy causing a collapse of the housing market with a high foreclosure rate and high unemployment in the county.
- Library and user frustration because service is slow or perceived as slow.
- Library lacks enough user space for provision of services including teen space, meeting space and quiet study or reading space.

- Little opportunity for library staff to interact with each other and attend training because of limited staff and budget constraints.
- The need for a stronger advocacy effort on behalf of the library.

Opportunities and Threats

The planning team considered all opportunities for enhanced library services throughout the county and the potential threats that could inhibit progress over the next three years.

Opportunities

Passport revenue is an alternative source for funding needed services.

People are looking to libraries as centers for community activities.

As more families move to the county, there is a new focus on family friendly services.

A more stable funding source for libraries could be available through establishment of a dedicated millage.

Locate and apply for additional grants as funding sources.

There are opportunities through increased marketing and new technology to make it “cool” to come to the library.

Threats

Increased demand for libraries may exceed the ability to obtain funding to support growth.

Library programming is challenged by insufficient meeting space in the library.

Libraries lack enough quiet study and reading space.

County government and residents may be reluctant to establish a dedicated tax for libraries.

Due to reductions in federal and state programs, many grants may disappear.

GenX believes that libraries are irrelevant to their lives and will soon disappear.

Vision and Mission Statements

Based on the information collected during the planning process the library staff has developed an understanding of the strengths and weaknesses of the library system as well as the opportunities and threats presented by the environment in which the library system operates. Following is the vision statement which was predicated on the collective needs of a growing and diverse community.

Vision Statement:

Flagler County Public Library is an integral part of the community that serves as a gateway to an ever changing world of knowledge. The library is committed to improving quality of life through supporting the love of reading, the joy of learning and the search for information.

Mission Statement:

Flagler County Public Library provides materials and services of popular interest to the community, emphasizing and encouraging literacy for all ages, supplementing the educational needs of the community, and furnishing timely, accurate information. Our mission statement is anchored by the following assumptions:

- Free and equal access to information
- Quality customer service
- Responsiveness to the diverse interests of the community
- Welcoming environment
- Cooperative efforts and partnerships
- Commitment to intellectual freedom for all

Library Service Responses

Planning is about change and transformation. This process provides the framework in which to assist the library leaders in their endeavor to effectively manage the transformation. The “New Planning for Results” process requires three assumptions in order to establish excellence in library service. First, library services must match user needs, interests and priorities. Secondly, library service requires commitment more than unlimited resources and finally, excellence when achieved must be maintained.

Once the assumptions are accepted, then the library planners must identify community values through a visioning process. This will identify how the library can make a significant contribution toward achieving the goals of the community. The planning process further stipulates that the library planners must then select those service priorities that best match the needs of the community as identified during the visioning process. The service priorities are described and defined in the 2007 Public Library Service Responses published by the Public Library Association. This publication describes the eighteen most common clusters of services and programs that public libraries offer. This is to ensure that staff, library board members and managers are focusing their energies and resources to provide the services that are important to the community. A short description of each library service response is given.

Be an Informed Citizen: Local, national, and world affairs. Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

Build Successful Enterprises: Business and non-profit support. Business owners and non-profit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.

Celebrate Diversity: Cultural awareness. Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Connect to the Online World: Public Internet access. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Create Young Readers: Early literacy. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Discover Your Roots: Genealogy and local history. Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

Express Creativity: Create and share content. Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Get Facts Fast: Ready reference. Residents will have someone to answer their questions on a wide array of topics of personal interest.

Know Your Community: Community resources and services. Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

Learn to Read and Write: Adult, teen, and family literacy. Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

Make Career Choices: Job and career development. Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

Make Informed Decisions: Health, wealth, and other life choices. Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

Satisfy Curiosity: Lifelong learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Stimulate Imagination: Reading, viewing, and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

Succeed in School: Homework help. Students will have the resources they need to succeed in school.

Understand How to Find, Evaluate, and Use Information: Information fluency. Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

Visit a Comfortable Place: Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Welcome to the United States: New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.

Selected Service Responses

- 1. Stimulate Imagination:** Reading, viewing, and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.
- 2. Create Lifelong Learners:** Adult, teen, family and early literacy. Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
- 3. Get Facts Fast:** Ready reference. Residents will have someone to answer their questions on a wide array of topics of personal interest.
- 4. Connect to the Online World:** Public Internet access. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.
- 5. Be a Well Informed Citizen:** Local, national, and world affairs. Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.
- 6. Visit a Comfortable Place:** Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Goals, Objectives & Activities

Stimulate Imagination

Reading, viewing, and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

Goal 1: The library will provide access to materials that stimulate thinking, satisfy curiosity, excite imagination and make leisure-time more enjoyable.

Objective 1.1: Annually, maintain an up-to-date collection, with a minimum of 25% of its materials purchased or acquired and published within the last five years.

Objective 1.2: More than 75% of customer's surveys will state they found the materials desired to meet their recreational needs.

Objective 1.3: By 2013 the library will utilize new technology to increase access to popular fiction.

Objective 1.4: By FY 2015, increase equity of access to the collections for the underserved population in Flagler County by 10%.

Selected Activities

- *Update the Collection Development Plan.*
- *Expand library collection to include materials that keep up with current technologies such as e-books, play-a-ways and Blu-ray films.*
- *Weed the collection as necessary.*
- *Increase size of collection to two items per capita as budget and space allow.*
- *Create "If you like." handouts for Juvenile Collection to steer young readers beyond boundaries of popular series titles.*
- *Review the Automatically Yours Program with Baker & Taylor and change quantities based on customer demand as budget allows.*
- *Maintain the un-cataloged "browsing" paperback collection.*
- *FY 2013, Implement feasibility study to evaluate need for library services in underserved areas of the county.*
- *Library will search for other funding opportunities for popular materials in all formats.*
- *Grant applications will be completed as opportunities become available and as staff time permits.*
- *Purchase additional audio-books on CD and music CDs for Juvenile Collection.*
- *As funds permit, replace Juvenile videocassette collection with DVDs.*

Goal 2: The library will provide quality programs that excite imagination, make leisure-time more enjoyable and entertain the public.

Objective 2.1: Each year the number of patrons and community organizations indicating they are aware of our programs and services will increase by 10%.

Objective 2.2: The number of library programs held will increase by 5% over the next three years.

Selected Activities

- *Annually work with the Friends of the Library and provide staff support for preparation and presentation of programs sponsored by The Friends.*
- *Annually work with the Friends of the Library to provide Flagler Reads Together and other special events of interest to the community.*
- *Continue the work with the Genealogy Society of Flagler County to improve and enhance the genealogy materials available in the library and to provide online access to more genealogical databases to serve the community.*
- *Partner with community organizations to present programs and services as appropriate and available.*
- *Youth Services staff will work with the Friends to hold annual “Edible Book” contest.*
- *Provide a monthly theme based “Block Party” in which children and adults work creatively together with Lego or other compatible interlocking plastic bricks.*
- *Young Adult Department will continue to provide programs/workshops that will creatively and artistically “bridge the generation gap” between teens and adults.*

Create Lifelong Learners

Adult, teen, family and early literacy. Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Goal 1: The library will provide programs, services and resources to support all ages to improve literacy skills.

Objective 1.1: Annually, at least 85% of the parents’ surveyed will indicate they found the resources necessary to prepare their children for school.

Objective 1.2: The number of literacy programs in the library will increase by 5% annually.

Objective 1.3: Each year, more than 75% of adults and teens will indicate the library provided programs and services in support of literacy skills.

Selected Activities

- *Every story time program for infants, toddlers and preschoolers will include early literacy components as identified in the resource, “Early Literacy Story times @ your Library.”*
- *Children’s Librarian will continue to work with the Homeschooling parents to provide the educational programs and resources needed.*
- *Purchase materials for parenting collection relating to the importance of reading and child development.*
- *Expand materials and programs related to disabilities for parents and children.*
- *Continue purchasing summer reading material for children & teens.*
- *Provide literacy programs for seniors and partner with local organizations such as Elder Source.*
- *Increase the Adult Basic Education materials available for GED preparation.*
- *Library will search for other funding opportunities for materials related to literacy.*
- *The library will purchase “Books for Babies” kits from ALTAFF, Association of Trustees, Advocates, Friends and Foundations and distribute to expectant parents through childbirth classes held in Flagler County.*
- *Grant applications for literacy programs will be completed as opportunities become available and as staff time permits.*
- *Upgrade Listening Center in Discovery Zone.*
- *Continue to hold monthly Book Clubs for elementary school aged children.*
- *The Young Adult Department will continue to build the “Rapid Reads” fiction and non-fiction section for reluctant readers.*

Goal 2: The library will provide communication, cooperation and interaction with a variety of community agencies, to help provide for the education, enrichment and well-being of all ages.

Objective 2.1: Annually at least 50% of customer’s surveyed will indicate they received literature about the Flagler County Public Library literacy programs and services through another community organization.

Objective 2.2: The number of literacy outreach programs will increase by 5% annually.

Selected Activities

- *Create a brochure encouraging parents to read with their children and distribute to local organizations.*
- *Provide promotional materials promoting libraries & literacy.*
- *Provide scheduled story time visits to local daycare and early learning centers to promote reading as staff is available and within budget constraints.*
- *By FY 2013, the library will create a “Book Club in a Box”, (collections of some of the best in book club literature) to circulate among outside book club groups. Material will include discussion questions, author biographies and similar titles list.*
- *Children’s Librarian will continue to be involved in the Dolly Parton Imagination Library, the annual Early Learning Child Care Conference and the Flagler County School’s “Families Building Better Readers” programs.*
- *Staff will contact local agencies to establish needed programs in promoting literacy for all ages. To include day care, early learning centers, youth centers, and the local senior center.*
- *Youth Services Coordinator for Children’s Services will contact local day care and early learning centers annually to establish and set-up a schedule for an outreach program.*
- *Young Adult Department will create a “backpack of books” for quarterly or “as needed” distribution to the local Youth Centers. These packs will consist of high-interest books for middle and high school students.*

Get Facts Fast

Ready reference. Residents will have someone to answer their questions on a wide array of topics of personal interest.

Goal 1: The libraries will provide up-to-date, accurate print and electronic reference resources, access to online information resources, and expert assistance in using all those resources that enable users to answer any questions on a wide array of topics.

Objective 1.1: More than 50% of the customers surveyed will indicate that they found the information they needed.

Objective 1.2: Use of online information resources will grow by 5% annually.

Objective 1.3: Annually at least 80% of surveyed customers will feel assistance met or exceeded their expectations.

Selected Activities

- *Annually provide training to library staff, on the effective use of online resources in the provision of reference services.*
- *Each year, weed and maintain the Reference Collection as necessary to ensure up-to-date materials are available as they are processed.*
- *Each year, evaluate reference databases and determine if they are meeting the needs of the customers.*
- *The library will continue to provide in-house, telephone and e-mail reference services.*
- *By FY 2013 secure funding through grant or other resources to provide a mobile computer lab for training to local residents.*

Goal 2: Ensure timely and efficient acquisition, cataloging, and physical processing of library materials to ensure quality ready reference.

Objective 2.1: More than 50% of customers surveyed will indicate the materials used to access information were new or updated.

Objective 2.2: Annually, maintain an up-to-date reference collection, with a minimum of 75% of the materials updated as an item is outdated and/or replaced with a revision.

Selected Activities

- *Due to reduction of staff in Technical Services, evaluate cataloging and processing procedures and revise as necessary to improve workflow efficiency.*
- *Utilize new Digital Library Assistant to start inventory of new items and DVDs to determine effectiveness of security system.*
- *Continue to utilize the continuations program through Ingram Books to ensure timely replacement of outdated reference material.*
- *On a continuing basis, correct existing bibliographic records, correct technical errors and add access points as necessary.*
- *By FY 2013 evaluate the use of a new book covering system to expedite processing and secure funding through grants, passport revenue, Friends of the Library or within budget constraints to purchase if deemed cost effective.*

Connect to the Online World

Public Internet Access. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure everyone can take advantage of the ever-growing resources and services available through the Internet.

Goal 1: Flagler County Public Library will improve access to the digital world, maintain, update and promote a website that offers information about resources services and programs for all residents.

Objective 1.1: Annually, 85% of those surveyed will indicate they were satisfied with Internet access.

Objective 1.2: Annually, the number of customers using the wireless service will increase by 5%.

Objective 1.3: Each year, the number of customers indicating on a survey that the staff was competent in the use and troubleshooting of computers increased by 5% annually.

Objective 1.4: More than 50% of users will wait less than 10 minutes to gain access to a public computer.

Objective 1.5: Annually, at least 80% of surveyed customers will feel the library web page met or exceeded their expectations.

Objective 1.6: Each year, the number of customers utilizing the library web page to access information about the library, its service and programs will increase by 10% annually.

Selected Activities

- *Write and implement a new Technology Plan by 2014.*
- *Based on the new Technology Plan, revise and update the Internet Policy.*
- *Increase connectivity speed and improve access to the Internet by adding and upgrading data cable to current standards.*
- *Add children's computers and the Bunnell Branch to the PC Reservation system to improve access and efficiency.*
- *Upgrade the wireless system in the Main Library to improve access.*
- *Utilize the old wireless equipment for use in the Bunnell Branch to create wireless access.*
- *As budget allows, increase the number of public computers to meet the Florida Public Library Standards 2006 revision.*
- *Provide no-fee basic computer instruction courses.*
- *Annually replace outdated computers and barcode scanners as needed and within budget constraints.*
- *Annually replace and upgrade computer hardware and software (including operating systems) in order to facilitate rapid accessing of online information.*
- *Reference staff will participate in at least two workshops relating to technology and the Internet annually.*

- *The web site will be evaluated and modified as necessary in order to ensure patrons are able to find the information needed during virtual visits just as they would during an in-person visit to the library.*
- *Web pages will be updated on a monthly basis to provide the most current information.*

Be a Well Informed Citizen

Local, national, and world affairs. Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

Goal 1: Flagler County Public Library will ensure the residents have access to information, programs and service that will promote participation in community activities.

Objective 1.1: Annually, more than 50% of residents surveyed will indicate the information, programs and services supported their ability to fulfill civic responsibilities and participate in community decision-making activities.

Objective 1.2: Annually, 80% of customers surveyed will indicate they were able to access information on local, national and world affairs in various formats including print, digital and visual media.

Objective 1.3: Each year, the number of customers utilizing the E-Government resources will increase by 10% annually.

Selected Activities

- *By end of 2012 set-up the donated E-Government Laptops for customer access in the Reference area of the Main Library.*
- *Provide E-Government brochures for both facilities and continue to maintain web page with E-Government resources.*
- *Maintain a broad collection of news publications and magazines.*
- *Continue to broadcast community news, commission and city council meetings on televisions located in Doug Cisney Room.*
- *Participate in county Citizen Academy classes to inform and educate the public about the library services and resources.*
- *Maintain library display tables and bulletin board to provide community information.*
- *Partner with government organizations such as Elder Source to provide educational programs and information to assist in filling out various forms.*
- *Partner with Department of Children and Families to become a "Community ACCESS Network Self-Service" site.*

- *Partner with the Flagler/Palm Coast Civic Association to provide programs to educate the public on various community and government agencies.*
- *Continue to act as a site for residents to register to vote.*
- *Maintain U. S. Department of State partnership and continue to act as a Passport Application Acceptance Facility.*
- *By 2013 register and participate in the “Right Service at the Right Time” website, created by Orange County Library System, to provide a one stop source for community information.*

Goal 2: The library will provide immigrants moving to the community with information to prepare these individuals to become well-informed and active citizens of the United States.

Objective 2.1: Each year, the number of customers utilizing the Citizenship Services offered by the library will increase by 5% annually.

Objective 2.2: Annually 80% of customers surveyed will indicate the materials and programs being offered are responsive to the needs of the immigrant population in the community.

Selected Activities

- *Order and make available the revised edition of the United States Citizenship and Immigration Toolkit.*
- *Create brochures with list of citizenship informational websites as well as resources available within the library.*
- *Purchase materials in various formats to include: citizenship resources, English language instructional materials and fiction in foreign languages.*
- *Create webpage for citizenship resources and links.*
- *Utilize the passport camera to start offering a Naturalization Certificate photo service.*
- *Partner with local organizations and clubs to offer educational seminars on topics such as voter education, community resources, and health.*
- *Continue to present International Festivals and other cultural activities.*
- *Contact Southeast Region Community Relations division to plan a public engagement on “Path to Naturalization @ your Library” program.*

Visit a Comfortable Place

Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Goal 1: The library will ensure both facilities inside and outside are clean, attractive, safe, and promote a positive experience for the public to enjoy.

Objective 1.1: Provide a well-maintained facility that will increase the number of patron visits annually by 5%.

Objective 1.2: Annually, 80% of those surveyed will say they find the libraries safe, comfortable and inviting.

Selected Activities

- *FY 2015: Consider need to replace carpet throughout the Main Library and include in capital projects as budget allows.*
- *Provide for annual cleaning of carpet at both facilities.*
- *Annually provide funds for service contracts, inspections, and monitoring of HVAC, building security, fire alarm, and sprinkler systems to ensure efficient operation.*
- *Annually review and update as necessary the Flagler County Public Library facilities maintenance plan.*
- *In coordination with the county General Services Department, continue on-going program to ensure both facilities are well maintained.*
- *Monitor ongoing grounds maintenance service to ensure proper appearance of the library property and work with The Friends of the Library and other interested groups to fund grounds enhancements.*
- *By 2013 evaluate the feasibility and implement as budget allows the renovation of existing interior space in the Main Library to provide a small reading room and relocate and increase the size of the Teen Spot allowing for future growth.*
- *By 2013, have the exterior of the Main Library and other heavily used areas of the facility cleaned and painted.*
- *By 2013 convert the Doug Cisney Room in the Main Library into a multi-purpose Internet Café with an edutainment atmosphere. In addition to the refreshment kiosk and the media equipment, designate an area within the room for other activities.*
- *By 2013, the Main Library will restripe the parking lot.*
- *In coordination with county Safety Director, evaluate on an on-going basis to ensure compliance with county safety regulations.*
- *The library will be represented on the county Safety Committee by a staff member.*

Goal 2: Provide a more efficient and effective organizational structure and quality customer service to ensure positive and enjoyable library visits.

Objective 2.1: Each year the number of staff and volunteers indicating overall satisfaction with the organization will increase by 5%.

Objective 2.2: Annually, enhanced productivity will increase the number of patrons indicating overall satisfaction with customer service by 5%.

Objective 2.3: Each year, user satisfaction of library equipment will increase by 15%.

Objective 2.4: Annually, more than 50% of customers surveyed will indicate that the number of staff was more than adequate to provide quality customer service.

Selected Activities

- *Annually conduct at least four general meetings per year with all staff.*
- *Annually conduct monthly scheduled management meetings with appropriate staff.*
- *Use e-mail and memos to inform staff and volunteers of upcoming programs and changes in policies and procedures.*
- *Annually evaluate work processes and implement any changes that will result in streamlined processes and/or improved services.*
- *Annually set priorities based on annual goals and objectives.*
- *Develop and implement training materials to assist staff and volunteers to acquire sound knowledge of assigned tasks.*
- *Provide for on-going training in day-to-day operations of the library and reinforcing that this is a customer driven organization.*
- *Provide for attendance at and or Webinar training offered by Northeast Florida Library Network (NEFLIN) and other organizations to enhance job performance.*
- *Annually recognize volunteers for number of service hours performed.*
- *FY 2013: Prepare a promotional video that demonstrates library services to viewers for use on the public access television channel and at community presentations.*
- *FY 2015: Conduct a Long Range Service Plan for the next three years.*
- *Annually conduct at least one user survey to determine patron satisfaction with collections and library services.*
- *Continue to monitor on a monthly basis the patron suggestion box.*
- *Work to develop staffing levels as indicated in the Florida Public Library Standards 2006 revision.*

Plan Implementation and Evaluation

The implementation of goals and objectives is subject to funding appropriated by the Flagler County Board of County Commissioners during the regular budget process or via grant money. Approval of this plan does not commit future Boards to the expenditure of funds. This plan serves only to guide and facilitate the development of library services.

The success of the **Long Range Service Plan** will be judged based on the ability of the library to meet the objectives within the timelines specified in the plan. Staff will monitor the plan to determine progress and evaluate successful outcomes. Tools used in determining success include, but are not limited to monthly statistics and annual surveys.

This planning process has emphasized what we already knew, namely, due to past unprecedented growth in population Flagler County Public Library does not have enough staff members, materials, programs, services and facilities to meet an increasing service demand by the Flagler County community. Achieving these levels has been stifled by local and State budget issues and recently further complicated by the economic downturn with high unemployment and a decline in tax revenues from the high foreclosures. Therefore, Flagler County Public Library is looking to maintain the current levels and provide new resources and services as staff and budget allows. The library will continue to search for and utilize alternative sources of revenue such as passport funds and other funds created from a proposed Library Café in conjunction with applying for grant money in order to meet the demands of the community.

Document Prepared by:

Holly Albanese, Library Director
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