

LONG RANGE PLAN

FOR THE

LIBRARY SYSTEM

Lake County Library System

Lake County, Florida

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LONG RANGE PLAN FOR THE LIBRARY SYSTEM 2018 - 2023
LAKE COUNTY LIBRARY SYSTEM
LAKE COUNTY, FLORIDA

The Lake County Library system (hereinafter LCLS) consists of 15 public service outlets plus a system headquarters facility in Tavares. Nine of the 15 public service facilities are in municipalities located throughout the County. The remaining six are County owned facilities, also located throughout the county. Appendix 1 provides a listing of the 15 libraries and their respective locations.

Geographically, Lake County runs north / south. For the most part the libraries range in distance, one from another, between 10 and 40 miles. Exceptions include Astor County that is 76 miles from Cagan Crossings and Paisley 60 miles from Cagan. Conversely, Cooper Memorial and Minneola Schoolhouse are but four miles apart, Fruitland and Lady Lake five miles, and W. T. Bland (Mount Dora) and Tavares seven miles. See Appendix 2 for a detailed mileage chart.

The estimated population of Lake County is just over 323,000. Over 1.7 million items were circulated last fiscal year, and 151,290 persons attended one or more of the nearly 7,000 programs presented across the System.

POPULATION AND DEMOGRAPHICS

The consultant prepared a detailed Population and Demographic Report (see Appendix 3). In addition to the information in that report it is worth noting that *Population Studies Bulletin 171*, published April 2015, projected population for the County forward to 2040 when it is estimated to have almost 500,000 residents.

For this Plan the consultant estimates a 2016 population of 323,607 and a 2021 figure of 352,697.

COMPARING FY2014 AND FY2016

The consultant developed a series of tables based on the Annual Reports of the System.

Table 1 – Facilities	<i>Population</i>	<i># Facilities</i>	<i>Square Feet</i>	<i>Square Feet Per Capita</i>
FY 2016	323,607	15	217,803	0.67
FY 2014	315,271	15	217,803	0.69
Numeric Difference	+ 8,336	0	0	(0.02)
Percentage Difference	+ 2.64%	0%	0%	(2.58)

The space per capita is slightly higher than the long held “minimum standard” of 0.60. Now, it is not uncommon to find 0.80 to 1.00 SF per capita.

Table 2– Borrowers *Population* *# Borrowers* *% of Population*

FY 2016	323,607	116,900	36.12%
FY 2014	315,271	78,486	24.89%
Numeric Difference	+ 8,336	+ 38,414	+ 11.23%
Percentage Difference	+ 2.64%	+ 48.94%	+ 45.12%

The percentage of borrowers is not as strong as the consultant typically sees. A percentage of 60 – 70 percent would be a reasonable goal over the life of this Plan. The good news is the significant increase over FY14.

Table 3 – Information Resources *Print Books* *E Books* *Media Subscriptions* *Items Per Capita*

FY 2016	533,564	9,744	85,240	932	1.94
FY 2014	495,683	8,936	87,284	910	1.88
Numeric Difference	+ 37,881	+ 808	(2,044)	+ 22	+ 0.06
Percentage Difference	+ 7.64%	+ 9.04%	(2.34%)	+ 2.42%	+ 3.46%

The overall collection count has increased slightly. As of FY16, just below another long-held “standard” of 2.00 items per capita.

Table 4 – Usage *Circulation* *Reference Transactions* *Visits* *Programs* *Program Attendance*

FY 2016	1,706,718	346,308	1,875,000	6,987	151,290
FY 2014	1,857,503	306,554	1,797,954	4,509	+ 28,952
Percentage Difference	(8.12%)	+ 12.97%	+ 4.29%	+ 54.96%	+ 23.67%

Circulation declined. A possible cause is that shelves are too full. The bottom shelves, when used, are difficult to browse. That. Coupled with the top shelves also used puts the items housed there out of reach for many customers.

All of the other usage data is highly positive.

Table 5 – Usage Electronic Resources *Wireless Sessions* *Classroom Instruction* *Virtual Visits*

FY 2016	130,593	57,381	397,152
FY 2014	192,568	41,063	619,080
Numeric Difference	(61,975)	+16,318	(221,928)
Percentage Difference	(32.18%)	+ 39.74%	(35.85%)

The data here is puzzling, especially such a wide swing with regard to virtual visits. There may have been a significant amount of downtime in FY16 and/or the FY14 stats were incorrectly recorded.

Table 6 – Staffing	<i>Librarians</i>	<i>Other Staff</i>	<i>Total Staff</i>	<i>Volunteer Hours</i>	<i>Staff Per 1,000</i>
FY 2016	35.00	80.075	115.075	41,506	2,812
FY 2014	30.50	77.230	107.730	41,882	2,926
Numeric Difference	+ 4.50	+ 2.845	+ 7.345	(376)	(114)
Percentage Difference	+ 14.75%	+ 3.68%	+ 6.82%	(0.90%)	(3.90%)

If the customer complaint regarding more hours, including Sunday hours, is to be effectively addressed then there will be a need for a meaningful boost in both professional and support staff. The metric, staff per 1,000 population, is reasonable given the number of service hours now provided.

Table 7 – Staff Productivity	<i>Total Staff</i>	<i>Contacts</i>	<i>Contacts per Staff</i>
FY 2016	35.00	3,992,394	114,068
FY 2014	30.50	4,007,583	131,396
Numeric Difference	+ 4.50	(15,189)	(17,328)
Percentage Difference	+ 14.75%	(0.38%)	(13.19%)

The decline in FY16 over FY14 should not be cause for alarm. The staff is hard working. 114,000 contacts for a full-time staff member working a 40-hour week translates to just under 55 contacts per hour – leaving no time for anything else besides serving the public.

Table 8A – Income	<i>Local Funds</i>	<i>Local Funds Per Capita</i>	<i>State Funds</i>	<i>Other Funds</i>	<i>Total Funds</i>	<i>Total Funds Per Capita</i>
FY 2016	\$7,257,634	\$22.43	\$210,968	\$159,110	\$7,627,712	\$23.57
FY 2014	\$7,129,749	\$22.61	211,535	192,109	\$7,533,393	\$23.89
Numeric Difference	+ \$127,885	(\$0.18)	(\$567)	(\$32,999)	+ \$94,319	(\$0.32)
Percentage Difference	+ 1.79%	(0.80%)	(0.27%)	(17.18%)	+ 1.25%	(1.34%)

Table 8B – Income Per Capita	<i>Local Funds Per Capita</i>	<i>Total Funds Per Capita</i>
FY 2016	\$22.43	\$23.57
FY 2014	\$22.61	\$23.89
Numeric Difference	(\$0.18)	(\$0.32)
Percentage Difference	(0.80%)	(1.34%)

\$23.57 per capita is inadequate for a library system serving a rising population. A reasonable goal over the life of this plan should be an increase of \$10.00 - \$12.00 per capita. This increase would **not** include normal cost of living increases.

Table 9A – Personnel Expenditures	<i>Salaries</i>	<i>Benefits</i>	<i>Total Personnel</i>
FY 2016	\$3,746,379	\$1,298,518	\$5,044,897
FY 2014	\$3,600,510	1,277,411	\$4,877,976
Numeric Difference	+ \$145,869	+ \$21,107	+ \$166,976
Percentage Difference	+ 0.04%	+ 0.02%	+ 0.03%

Table 9B – Materials, Other and Total Expenditures

	<i>Materials</i>	<i>Other</i>	<i>Total Expenditures</i>
FY 2016	\$1,278,663	\$590,296	\$6,913,856
FY 2014	\$1,084,593	\$580,400	\$6,542,914
Numeric Difference	+ \$194,070	+ \$9,896	+ \$370,942
Percentage Difference	+ 0.18%	+ 0.02%	+ 0.06%

All of these numbers show increases which should be no surprise given the increase in population and many of the usage data.

Table 10 – Expenditure Percentages

	<i>Personnel</i>	<i>Materials</i>	<i>Materials Expenditures Per Capita</i>
FY 2016	72.97%	8.54%	\$1.82
FY 2014	74.55%	8.87%	\$1.84
Difference	1.58%	0.33%	\$0.02

For a system the size of LCLS to spend nearly three out of every four dollars for personnel is not excessive. However, spending less than \$2.00 per capita for library materials is inadequate.

COMMUNITY ENGAGEMENT

The consultant facilitated 11 community meetings and focus groups plus a meeting with the LCLS Board and three meetings with the Library Strategic Planning Committee.

From the various meetings the participants were highly complimentary of Library staffs and the various programs and classes available. The STEAM (Science, Technology, Engineering, Art and Math) activities for students was praised. And movie night is a plus.

Other strengths at most of the libraries include the availability of parking and an ample number of computers with free Wi-Fi. It was also noted that the interlibrary loan system works well; the librarians are hardworking, helpful, and knowledgeable. Also receiving high marks was the interaction by library staff with the seniors using the Internet. LCLS libraries are hubs in each community.

On the negative side participants noted that the Lake County libraries were not open as much as many would like and there are no Sunday hours. They stated that not having the library open seven days a week was a hardship for students and area residents, because it is difficult for people who work full time to make it to a library prior to closing time. Sunday hours could be beneficial for working families.

There were also comments concerning the space in the different libraries for teens is often inadequate.

When asked about improvements that could be made to make for an even better system of libraries the participants voiced the following:

- More information is needed with regard to where the libraries are located;
- More general information about the Lake County Library System;
- Additional meeting spaces within the library for groups of varying sizes; and
- The ability to utilize more outdoor space for meetings.

A participant at one meeting indicated that:

“The library is the foundation of the community and brings neighbors together with the same desire to reduce their hunger for knowledge and to quench their thirst for answers; therefore, a library is an important pillar of civilization. Those who use the library wisely will become better members of society and contribute in a more positive and optimistic way in dealing with the many challenges in life. A library is a sanctuary for all who seek to improve themselves and others for a better tomorrow.”

As a part of the meetings a survey was distributed and the participants were asked to complete the survey prior to leaving the meeting. The next section informs re the survey.

“I WANT MY LIBRARY TO ...” RESULTS

Eleven different groups completed the “I Want My Library to ...” survey – nine public groups and two staff groups. The staff groups participated in the survey while they were at the headquarters of the LCLS. There was considerable similarity between the public and staff, both in terms of the top five services to provide and the top three to not provide. Table 11 compares the public and the staff, as well as combines public and staff into one collective summary. Table 12 compares the least favored services. The results for each of the 11 groups are included in the Appendix 4.

Table 11 - “I Want My Library to ...” Rankings of Most Favored Services

<i>Service</i>	<i>Public</i>	<i>Staff</i>	<i>All</i>
Stimulate Imagination	215	41	256
Connect with the Online World	194	38	232
Literacy for All Ages	180	43	223
STEAM (science, technology, engineering, art, math)	119	27	146
Do It Yourself Resources	125	17	142
Public Space	93	29	122

Table 12 - “I Want My Library to ...” Rankings of Least Favored Services

<i>Service</i>	<i>Public</i>	<i>Staff</i>	<i>All</i>
Business, Finances, & Career Information	19	3	22
Celebrate Diversity	19	3	22
Local History & Genealogy	17	4	21

SERVICES AND RECOMMENDATIONS

It is clear that Lake County residents value their public libraries. It is also clear that their interests are broad as indicated by the favoring of “Stimulate Imagination” and “Connect with the Online World.” Furthermore, they recognize the importance of learning for all, leaving no one behind in this ever and fast changing world we live in today – and tomorrow – and as far into the future as we can see.

Therefore the number one priority must be the development of a plan of service for each member library of the Lake County Library system that is responsive to the needs of the community. The demographics of each community need to be understood, updated periodically, and service plans adjusted as needed.

A strong collection of print and non-print materials, robust and continually updated technology, and last – but certainly not least – an expanded staff of librarians and support personnel that continue to put the customer first.

During the Community Engagement phase of the development of this Plan the consultant heard over and over that the programming and programs are important – as are the collections of materials and the computers. To this end the following recommendations are offered for consideration. Each one of these should be evaluated on a library-by-library basis to determine their viability and the ability to provide the service in addition to what is now being provided. It is also important that each library, with guidance and assistance from the headquarters staff of the LCLS, take a very good look at current services and discard any service that is not meeting customer needs.

When appropriate partnerships are considered it is important to bear in mind that an effective partnership is mutually beneficial.

Collections are important. However, larger does not necessarily mean better. In fact, all too often larger results in just the opposite – less service, not more. A good phrase to remember is “less is more.”

Information technology is here to stay. For public libraries this means that broadband width must be continually expanded, PCs need to be refreshed on a regular basis – at a minimum every five years. The “refreshment” also applies to other pieces of technology – printers, scanners, routers, etc.

In addition, we are seeing a slow but sure transition from wired PCs to more and more customers bring their own devices to the library. To accommodate this shift each building should strive to provide seamless connectivity so that anything a customer can access and do from a PC can be done from a personal laptop, tablet, smart phone, etc.

The number one complaint voiced by those the consultant met with was the hours of service. Given that no two communities are alike, it would be helpful if all LCLS member libraries would carefully consider the following:

- A consistent as possible set of opening and closing hours for all libraries;
- A goal of a minimum of a six-day opening week for all libraries;
- A goal of at least three 10- or 11-hour days (10:00 AM – 8:00 PM or 9:00 PM); and
- A goal of at least four to six strategically located libraries open Sundays for a minimum of four hours – with five or six much better. For these libraries they would be open Monday – Sunday.

The last three goals will require additional staff.

Here are services the consultant believes are viable for LCLS member libraries:

- **Library Materials Collections** – Quality collection development is realized when the Collection Development Policy, including de-selection (weeding), is reviewed at regular intervals. The Collection Development Plan is the first of two tools that implements the Policy. The Plan details the areas within the broad range of available materials that LCLS will emphasize. That emphasis will be based on community demographics and needs, available materials, and funding. The second tool is the Collection Development Budget that annually assigns specific amounts of money for the areas identified in the Plan. Collection budgets are primarily based on usage data, trends of usage by library customers, and publishing trends including format pricing;
- **Organizing the Collections** – The Dewey Decimal Classification (DCC) system has served public librarians very well. The public is used to Dewey, although it is doubtful than many know the meanings of the various numbers. A modified “like the book store” approach to organizing the collections would improve on-site service. Another improvement would be the replacement of the lower two shelves with tilt shelves that make it much easier to read spine labels, keeping in mind the fact that ADA-compliance requires all floor-level shelving to be empty;
- **Collection Size** – LCLS has a FY16 collection totaling approximately 630,000 items (print and non-print), which equates to just under 2.0 items per capita. The consultant recommends the continued development of a community-centered collection of library materials of all formats, responsive to the service priorities identified by the public and staff. LCLS should strive to reach 2.5 items per capita over the life of this Plan;
- **Literacy for All Ages** – LCLS should strive to further develop partnerships with agencies and organizations with a shared goal of improving the literacy level throughout Lake County. The various libraries should be a place where literacy classes and materials are located. LCLS should also develop a strong literacy collection that can be loaned to cooperating agencies. As well, Library staff can present programs at such agencies. Appendix 5 provides additional information regarding literacy activities;
- **Children’s Services** – Service to children should be a core service in every respect – space, collections, programming, technology, staffing, and financial support. Children’s services should have a strong focus on the youngest, from birth to age five or six. Older children should also be served, but the highest priority should go to the very young – and their caregivers, whomever they may be. STEAM (Science, Technology, Engineering, Arts, Mathematics) – broadening STEM (Science, Technology, Engineering, Mathematics) – should be woven into the program for Children’s Services, and for Teens and Tweens as well;

- **Teens and Tweens Services** – Here the focus should be on that very difficult time of life for many young people – those ages 11/12 to 17/18. This age group – those who will be the next voters and from which will come Lake County’s future leaders – can be a challenging group to deal with and provide services that resonates with this group. They want and need their “space,” their music, their literature, their smart phones, iPads, tablets, etc. A service plan will require trained, dedicated, and additional staff, physical space that the teens and tweens help design, furnish, and equip, relevant library materials, and state-of-the-art technology such as a Media Creation Labs and/or “makerspaces.” The numbers of persons served will never be huge because there are so many tugs and pulls on the time of each young person, but LCLS can make a difference – a real difference – in the lives of many; and
- **Adult Services** – Adults will always constitute the largest segment of the service area population. The service plan for adults will need to be carefully developed for it is here where too many libraries strive to “being all things to all people.” LCLS cannot have every new book published, subscribe to all magazines residents may seek, have unlimited amounts of seating, address every special need, etc. For the adult population the following services should be considered:
 - *Health and Wellness* – A sound, always current (except for a few research items for historical purposes), multi-format collection of library materials dealing with health and wellness for laypersons, supplemented with programs on the same subject, best planned and presented via partnerships with health and wellness providers in the area,
 - *Financial Planning and Investments* – The basic philosophy as above with an added feature of a wall of flat screen monitors that would quietly broadcast financial news from CNBC, Bloomberg, etc. Partnerships could be made with wealth managers, financial advisors, and financial institutions,
 - *Lawyers in the Library* – Workshops that feature attorneys providing guidance on a variety of topics. All programs should be free and open to the public. The lawyers volunteer their time and should not be considered as personal lawyers. No attorney-client relationship would be created with this free service. The lawyers are there to provide general guidance and advice only,
 - *Do-It-Yourself* – Materials of all formats for the “handyman/woman/child.” In addition to the library collection of materials, the “makerspace” concept would fit nicely with this focus, as would demonstrations and “builder” workshops featuring home improvement store staff at the Library as LCLS partners,
 - *Travel* – Materials on the usual and not-so-usual travel destinations, in print and non-print, plus programs dealing with destinations and safe travel tips as well as returning travelers (extremely vetted) presenting their travel experiences,
 - *History* – Most people are interested in the history of either where they are now or where they came from, so care must be taken to avoid letting this focus expand exponentially. The coverage would probably best encompass the city where the library is located, the County, and the immediate region (perhaps those counties that border Lake). A wealth of partnerships and programs, as well as the development of electronic resources, could generate revenue for the LCLS and the cities, and
 - *Current Materials* – Although the topic was not rated at all high on the “I Want My Library To ...” survey, there is no doubt that many customers want and expect their

library to have a good array of current “best sellers” and other works by popular writers. This applies to non-print items as well;

- **Gathering Spaces** – One of the very best – and highly trending – services that a public library can offer is a group of gathering, or meeting, spaces. The group of spaces should include:
 - Multi-Purpose Meeting Room – Several LCLS members have meeting rooms. All of these rooms should be outfitted with state-of-the-art technology to facilitate distance learning, communications, and audiovisual presentations. Any new or expanded facility should provide opportunities for right-sized spaces,
 - Conference Room – There should have at least one in each facility seating at least six to eight persons,
 - Group Study Rooms – These rooms are now available in a few libraries. Every library, regardless of size, should have one room or an arrangement of shelving that provides an opportunity for a group of four to six to study without unduly interfering with others in the building, and
 - Tutoring Room – Not used for programming per se, but in support of Literacy as well as other tutoring and, as needed and available, for individual or two-person use when a tutoring session is not being conducted;
- **Homework Center** – A Homework Center will focus on working with and assisting students – generally those in middle and/or high school – with their various assignments. There should be at least one adult on duty who has educational skills usually found in a school setting. In addition, it is not uncommon to find one or more tutors present. The tutors may be paid staff or volunteers. During the academic calendar the Center should be open at least four nights a week until 8:00 PM, on Fridays and Saturdays until 6:00 PM and perhaps on Saturday mornings and Sunday if the Library is open seven days a week.
- **24/7 Service** – The one resource that everyone has is time – 24 hours in each day – no more and no less. With that in mind it behooves LCLS to provide this service at a time that is convenient to as many residents as possible in at least three or four strategic locations. One way to accomplish this is via a set of post office-like lockers that can be accessed by a customer at any time of any day. Briefly, the service works as follows:

A customer requests a book(s) or a media item(s) but informs the Library that he/she is unable to get to the Library during regular service hours. The Library informs the customer that the materials will be checked out and then placed in a locker that is positioned in such a way that it can be accessed at all hours. The customer is given the combination for the locker. Once the customer has opened the locker, retrieved the item(s) and closed the door, the code is automatically erased. Quick, simple, and reliable. A timesaver for the customer and an image booster for the Library.
- **Social Services Center** – There are many non-library services that community residents need from time-to-time. LCLS customers could benefit if the website offered a link that provided information about local non-profits. In addition, the libraries with a large meeting room could host – on a regular basis – different social service agencies who would set up

tables at the libraries and be available for persons in need of assistance of one kind or another, and

- **Re-Purpose Smaller Libraries** – Consideration should be given to re-purposing the libraries in the County that are less than 5,000 square feet in size, to enhance circulation and facility utilization.

MARKETING

Traveling around the County, the consultant became aware of inconsistencies in library signage. Often there was nothing on the sign to indicate a library was part of the Lake County Library System. Often there was no information such as hours of operation, upcoming events, etc. A recommendation is that libraries be named for the community, and further identified as a member of the Lake County Library System. If a library has been named for an individual, that name could be kept in context but not used for identification purposes. For example:

- W.T. Bland Public Library could become the “Mount Dora Public Library at the W.T. Bland Building.”
- Leesburg Public Library could add, “A Member of the Lake County Library System.”

The consultant believes it would be helpful to new residents moving into the County to identify libraries by their physical (city or town) location. In addition, adhering to a consistent format would help politically in that separate communities would now see themselves as belonging to the same system and be motivated to advocate collectively for money. The personal names now in use could be handled as the above Mount Dora wording suggests.

Signage, or “branding,” could encompass the use of a logo. Each library should identify what customers may expect in terms of products and services available as part of the LCLS. A succinct mission statement for the library system could also be part of branding. The *International Library Sign*, placed strategically throughout the County, would also be helpful for all residents and visitors.

LCLS has a website. It provides basic information. However, it is very pedestrian. For the most part it is a page-to-page system with a minimal amount of animation. There are so many other websites that folks with nothing more than basic computer skills can access that are livelier than the LCLS site. It is recommended that the System contract with a vendor who specializes in website design with a goal of the site be “modernized.”

The website does not indicate whether or not LCLS has a presence on *Facebook* or other social media. For many people social media is their primary way of communicating with each other and staying abreast of national and local events and happenings.

OUTSOURCING TECHNICAL SERVICES

The consultant proposes outsourcing technical services to a major vendor. This change would accomplish the following:

- It would free up staff time and space now devoted to the cataloging, classifying, and physical processing of materials;
- It would have books delivered directly to each library in “shelf ready” condition so at the local level all staff would need to do would be to unpack the boxes, check the packing slip to ensure that all items are accounted for, and shelve the materials; and
- It would free up some space in most of the libraries.

The freeing up of staff time could assist with the implementation of additional hours of service at the libraries.

Preliminary research undertaken by LCLS headquarters staff indicates the cost for outsourcing these services is less than what is currently being spent in-house.

MEASURING OUTCOMES

For years the primary method of measuring outcomes for libraries was by “bean counting” – how many books were checked-out, reference questions asked and answered, attendance at programs, use of the computers, etc.

The consultant believes that “bean counting” remains a viable tool if for no other reason than it does measure the workload of the staff. If circulation of materials increases there is an impact on shelve, circulation desk personnel as well as on the collection itself.

For the most effective counting methodology it is important in LCLS that the following be in place:

1. All libraries count the same items.
2. The counting is as accurate as humanly possible.
3. The reporting is consistent and timely.

In addition, the total number of contacts should be a result. That is, for a very brief example, if the counting is circulation, visits, and program attendance, the total of those three counts is the number on contacts. Now, a visit to the library by one person may result in that person borrowing a dozen books and attending a program. Does that mean that person was responsible for one contact or 14? I believe 14 because the books were not checked-out without some staff interaction, even if self-check was used. Same for the program. The system-wide number of contacts would be impressive – made more so if it can be converted to the number of contacts in a given period of time. For example, there was usage made of the LCLS every minute of every day throughout the year.

Bean counting is valid. However, it does not measure the qualitative aspects of library service. For that to be effective, survey work is needed. The consultant recommends an ad hoc committee of five to seven persons, including at least one from headquarters, be constituted with the charge of identifying three or four services that can be effectively surveyed. The survey would go to customers who used the service. The primary objective of the survey? To determine if the service had value for the customer?

Here is one brief example of such a survey dealing with a Children's Literacy Program

Question	Strongly Agree	Agree	Strongly Disagree	Disagree	NA
Based on your participation In _____ on _____					
You are now spending more time reading to your children?	_____	_____	_____	_____	_____

Once the committee has completed its work two or three locations should use one of the surveys for a trial. There will likely be changes needed. It may take several weeks before a set of qualitative surveys are ready to be utilized throughout the LCLS and the results reported to the LCLS Library Board and the County Commissioners.

MISSION AND VISION STATEMENTS

Current Mission Statement:

To serve as the gateway to the world of Information, ideas, and entertainment for all county residents for all county residents.

Current Vision Statement:

Library users in Lake County will encounter a system of libraries that exceeds their expectations in every way. People will look to Lake County's libraries as destinations for learning, information, ideas, and fun.

Two Mission Statement Considerations

The mission of the Lake County Library System of libraries is to provide appropriate services and resources that contribute to the quality of life of the community, raises the standard of living of current residents while helping to attract new residents and businesses to the County.

To provide access to information and foster a love of reading and lifelong learning by providing quality resources and innovative services, therefore being a significant part of the reason that individuals and businesses want to call Lake County home.

Two Vision Statement Considerations

We are here to help all who live, work, and study in Lake County achieve their full potential.

To be a major resource in transforming lives and the economy of Lake County.

CITY OF EUSTIS

Eustis was a LCLS member. The consultant recommends that the City should be approached about membership. The consultant briefly visited the library and met with the director (who may have retired). Having that library in the system – provided the funding was increased so as not to reduce funding for the 15 libraries – would strengthen LCLS.

GOALS AND OBJECTIVES

This section of the Long Range Plan sets forth specific recommendations and timelines organized into six specific sections:

- LCLS Administration
- Services
- Collections
- Facilities
- Marketing
- Technology

LCLS Administration

A. Service Plans – *There should be a basic level of service at each library within the Lake County Library System that has been developed per these guidelines.*

1. LCLS must develop an annual plan of service, and encourage all libraries to develop individualized plans of their own by 2018, based on the Long Range Plan:
 - a. Seek to understand local demographics and adjust service plan accordingly;
 - b. Headquarters staff to assist libraries in their plan development; and
 - c. Plans should address technology, including STEAM (science, technology, engineering, arts and mathematics), collections, programming, and services.

B. Funding – *Funding must be provided to ensure viability of library services,*

1. Evaluate opportunity to enhance funding.
2. Re-assess the funding formula for the Interlocal Agreements in conjunction with local libraries.

C. Training - *Implement professional training for all management staff by October 2023.*

1. Enhance outreach training for all management staff.
2. Encourage Lake County Library Advisory Board, member library boards, and interested Friends of Library groups to participate in appropriate training.

D. Statistics – *Ensure relevancy, accuracy, consistency, and timeliness in statistical reporting.*

1. Form an ad hoc committee by January 2018, to accomplish the following:
 - a. Ensure standardization in the collection, and reporting of statistical data in every library;
 - b. The committee's work should be completed by September 2018; and
 - c. Incorporate surveys and outcome measures.

Services

A. Youth Services – *Youth and their caregivers, will find services and programs to stimulate the ability to read, write, and interact across a variety of media.*

1. Expand support for Lake County school students:
 - a. Offer hands-on programs that foster creativity, such as video contests, student art exhibits, and writers' and storytelling groups;
 - b. Partner with local schools to promote the summer reading program and increase student participation; and
 - c. Provide support for schools by seeking to acquire their reading lists.
2. Focus on early childhood programming by doing the following:
 - a. Enhance with literacy components such as those now offered -- *Very Ready Reading and Every Child Ready to Read*;
 - b. Reach out to and work with daycare centers; and
 - c. Expand offerings of special story times and activities for special interest groups, such as story times for families with autistic children and home school families.
3. Integrate STEAM (science, technology, engineering, art, and mathematics) related activities, such as code programming, robotics clubs, and related strategies and technology into programming.
4. Develop a teen outreach plan:
 - a. Maximize teen spaces; and
 - b. Create after-school homework centers.
5. Provide support by partnering with charter, private, virtual, and home schools.

B. Adult Programming – *Lake County's adult residents and visitors, and the business community, will find and experience resources, services and programs to enhance their educational and recreational interests.*

1. More programs and materials related to health, finances, law, do-it-yourself, travel and history.

2. Encourage social service agencies to make use of library facilities and resources for interfacing with the public.
3. Provide technology-related learning opportunities.

C. Literacy – *Provide learning tools, services, and support to build skills essential in today's society.*

1. Expand the presence and offerings of the Literacy Program:
 - a. Expand the volunteer program to include subject areas of Early Childhood Literacy, After School Homework Centers, and Technology Literacy.
2. Support tutors and teachers to improve quality of instruction:
 - a. Provide access to language learning and other educational software, such as *Learning Express* and *Pronunciator*.
3. Strengthen literacy development within the following content areas:
 - a. Continue to expand the number of classes and one-on-one tutoring in the subject areas of Adult Basic Literacy, English as a Second Language, U.S. Citizenship, and financial literacy;
 - b. Explore opportunities for continuing to offer a high school completion program to interested Lake County residents; and
 - c. Maintain a group of trained volunteers to provide free one-on-one and small group tutoring within libraries and in designated outreach locations.
4. Provide professional development for volunteer tutors.

Collection – *Provide resources to excite imaginations, expand horizons, and further learning by means of reading, viewing, listening, and creating.*

1. Update system-wide collection development policy:
 - a. Evaluate collection development budget based on the Long Range Plan;
 - b. Develop weeding policy;
 - c. Reflect community interests and standards; and
 - d. Plan should include a digital collection development policy.
2. "Book store approach" to shelves:
 - a. Make shelves ADA compliant by removing items from top and bottom shelves;
 - b. Make shelf displays user friendly; and
 - c. Focus on popular titles.
3. Evaluate the reinstatement of Interlibrary Loan (ILL).

Facilities – *Provide inviting physical spaces where all Lake County residents can read, reflect, collaborate, and connect.*

1. Optimize hours of access to the public:
 - a. Evaluate the feasibility of providing 24/7 services such as lockers or vending machines in appropriate locations.
2. Meeting spaces:
 - a. Libraries with adequate space should have;
 - i. Multi-purpose rooms,
 - ii. Conference rooms,
 - iii. Group study rooms, and
 - iv. Tutoring rooms,
 - b. Libraries should consider developing outdoor meeting spaces;
 - c. Multi-purpose rooms should have up-to-date audio-visual equipment.
3. Re-purpose smaller libraries to enhance circulation and facility utilization.
4. Prioritize completion of 2nd floor build-out at the Cagan Crossings Library.
5. Develop a new facilities plan (current plan expires in 2020).
6. Encourage Eustis Library to join LCLS.

Marketing – *Promote relevant resources, services and support.*

1. Community Engagement:
 - a. Improved signage indicating physical locations of libraries;
 - b. More information about location of libraries in community;
 - c. Develop marketing materials that promote the library system in the community; and
 - d. Increase percentage of population utilizing library services (current level is 36.12%).
2. Branding:
 - a. Establish branding to increase visibility of LCLS as a single entity.
3. Online Presence:
 - a. Develop a more dynamic website; and
 - b. Improve the library's social media presence.
4. Partnerships:

- a. Partner with community organizations, including those that welcome new residents to Lake County to promote library services; and
- b. Collaborate with community entities for providing programs.

5. Outreach:

- a. Develop mentoring programs between teens and seniors;
- b. Provide opportunities for teens to mentor seniors on the use of technology;
- c. Seek to create a formal partnership with the Lake County School System to include library liaisons for individual schools;
- d. Encourage field trips and other educational programs;
- e. Increase outreach and promotional programs in conjunction with the individual libraries and Friends organizations; and
- f. Utilize outreach programs as a means of expanding library card registrations.

6. Develop a focused marketing plan starting in 2019.

Technology - *Provide effective access to the latest technology.*

- 1. Update Technology Plan by September 2018.
- 2. Continually assess the need for more bandwidth.
- 3. Continue to improve Wi-Fi access for all customers and staff.
- 4. Incorporate plan for refreshing equipment, as needed.
- 5. Continually explore and embrace new technologies.

Appendix 1

The municipal libraries are indicated with an M.

Astor County 54905 Alco Road, Astor, FL 32101

Cagan Crossings Community Library, 16729 Cagan Oaks, Clermont, FL 34714

Cooper Memorial Library 2525 Oakley Seaver Drive, Clermont FL 34711 JOINT USE?0

East Lake County Library, 31340 S. County Rd 437, Sorrento FL 32776

M Fruitland Park Library, 205 W. Berckman St., Fruitland Park FL 34731

M Helen Lehmann Memorial Library, 17435 Fifth St., Montverde, FL 34756

M Lady Lake Public Library, 225 W. Guava St., Lake, FL 32159

M Leesburg Public Library, 100 E. Main St., Leesburg FL 34748

M Marianne Beck Memorial Library, 112 W. Central Ave, Howey-in-the-Hills, FL 34737

Marion Baysinger Memorial Library, 756 W. Broad St., Groveland, FL 34736

M Minneola Schoolhouse Library, 100 S. Main Ave., Minneola, FL 34715

Paisley County Library, 24954 County Road 42, Paisley, FL 32767

M Tavares Public Library, 314 N. New Hampshire Ave., Tavares, FL 32778

M Umatilla Public Library, 412 Hatfield Drive, Umatilla, FL 32784

M W. T. Bland Public Library, 1995 N. Donnelly St., Mount Dora, FL 3257

Appendix 2
Mileage between Lake County, FL Libraries

	Astor	Cagan	Cooper	East Lake	Fruitland	Lehmann	Lady Lake	Leesburg	Beck	Baysinger	Minneola	Paisley	Tavares	Umatilla	Bland
Astor		76	52	35	45	49	40	38	38	52	48	17	31	20	34
Cagan Crossings	76		15	41	41	21	45	38	29	24	17	60	35	56	45
Cooper	52	15		29	28	6	32	25	16	11	4	47	22	32	32
East Lake	35	41	29		25	27	29	21	20	32	26	18	12	15	6
Fruitland	45	41	28	25		28	5	4.3	16	22	24	35	14	22	20
Helen Lehmann	49	21	6	27	28		32	25	14	18	10	40	18	29	25
Lady Lake	40	45	32	29	5	32		9	20	27	28	30	18	23	24
Leesburg	38	38	25	21	4.3	25	9		13	19	21	28	10	18	16
Marianne Beck	38	29	16	20	16	14	20	13		14	13	29	8	18	14
Marion Baysinger	52	24	11	32	22	18	27	19	14		9	42	21	31	27
Minneola	48	17	4	26	24	10	28	21	13	9		39	18	28	24
Paisley	17	60	47	18	35	40	30	28	29	42	39		22	10	17
Tavares	31	35	22	12	14	18	18	10	8	21	18	22		11	7
Umatilla	20	56	32	15	22	29	23	18	18	31	28	10	11		11
W. T. Bland	34	45	32	6	20	25	24	16	14	27	24	17	7	11	

(using Google Maps, fastest route)

Appendix 3

LAKE COUNTY LIBRARY LAKE COUNTY, FLORIDA

DEMOGRAPHIC REPORT April 2017

Godfrey's Associates, Inc. gathered demographic data for each of the 15 libraries that constitute the Lake County Library System. Data was also collected for the state of Florida and the County as a whole. Given that the new Strategic Plan is a five-year plan, the data projected to 2021 is reasonable. The consultant also searched for Florida population projections by county.¹ The projections cover a 26-year period (2014 – 2040). For Lake County the projections are:

- 2014 – 309,756;
- 2015 – 317,329;
- 2020 – 356,555;
- 2025 – 395,186;
- 2030 – 432,620;
- 2035 – 466,378; and
- 2040 – 497,748.

From 2015 to 2040 the net increase is projected to be 180,419 (56.8%).

Most Important Demographics Regarding Potential Library Usage

Based on the experience of the consultant the demographic characteristics that have proven to be the most reliable with regard to use of the public library are:

- Educational attainment levels, i.e. the amount of formal education attained by the population in the library service area;
- Families with children, and
- Ownership of the resident the person(s) are living in.

The source for the collected data was a market research company, DecisionWhere, Inc., with whom the consultant has worked with on a number of projects over the past 20 years. The data was developed by the research firm via the physical address of each of the 15 libraries. Comparable data was

¹ Florida Demographic Estimating Conference February 2015 and University of Florida Bureau of Economic & Business Research, *Florida Population Studies Bulletin 171*, April 2015.

developed for each location. In addition, the data was divided into three population segments by means of a 1, 3, and 5-mile radius from the street address.

We at Godfrey's then prepared a chart (attached) showing selected data for every library for each of the three rings:

- 2021 projected population;
- 2016 estimated population;
- For each ring;
 - Percentage of population gain between 2016 and 2021,
 - Age cohorts for ages 0 – 14 and 65 + within each ring,
 - Median age of the total population within each ring,
 - Household incomes of “under \$10,000 to \$24,999” and “\$100,000 up to \$250,000 and above,”
 - Ethnicity (White, Black, Hispanic Origin),
 - Educational attainment levels (High School Diploma or less, some college, and a BA/BS degree or more) by percentage of the population age 18 +,
 - Vehicles in the household,
 - Percentage of married couples with children, and
 - Percentage of owner occupied homes.

The consultant arbitrarily divided the 15 libraries by ring based upon 2016 and 2021 populations as follows:

- 1-mile ring for Helen Lehmann and Lady Lake;
- 3-mile ring for Astor, East Lake, Fruitland Park, Marion Baysinger, Minneola, Paisley, Umatilla, and W. T. Bland; and
- 5-mile ring for Cagan Crossing, Cooper Memorial, Leesburg, Marianne Beck, and Tavares.

For demographics that are not called out above we included these for the following reasons:

- Income for households under \$29,999 and \$100,000 and above – those less well off do not tend to use the library as much as those with higher incomes;
- Ethnicity for the development of services and collections responsive to the ethnic makeup of each service area; and
- Vehicles in the household to indicate the extent of mobility, or non-mobility of County residents.

Educational Attainment Levels

County-wide, 21.4% of the population age 25+ have a bachelor's degree or higher (14.2% BA/BS and 7.2% graduate or professional. This is somewhat lower than the State as a whole. Service areas that exceed the County percentage are:

- Cooper Memorial – 28.2%;
- Helen Lehman – 26.4%;
- East Lake – 25.2%;
- Cagan Crossings – 24.7%;
- W.T. Bland – 24.6%;
- Minneola – 23.5%; and
- Marianne Beck – 22.1%.

This demographic for Lake County is not a positive sign. However, it underscores the opportunity and challenge for the library system to provide the resources – materials, staff, programs, and technologies that can be accessed by all County residents to formally or informally upgrade their education via “The People’s University.”

Families With Children

Lake County has nearly 91,000 family households. Of that number 30.8%, or 21,914 households, are married couples with children. There are 5,397 male with no wife and 14,207 female with no husband households. Non-married households 60.3% of the male and 63.7% of the female are with children.

Within the individual service areas the data informs that Cagan Crossings, Cooper Memorial, East Lake, Helen Lehmann, Marion Baysinger, Minneola, Paisley, Umatilla, and W. T. Bland all exceed the County percentage. The range is from 32.1 to 47.3 percent.

This a positive demographic as relating to library usage, strongly suggesting an emphasis on a strong program of service for children, tweens, and teens plus programs and collections that appeal to the family unit.

Home Ownership

There are 148,248 housing units in Lake County. Of that number 100,567, or 75.3%, are owner-occupied. Home ownership is 8.9% higher in Lake County than in the State of Florida.

Nine of the 15 service areas have a lesser percentage of home ownership that the County as a whole. However, four of those nine have percentages in excess of 70%. The six that exceed the County percentage are:

- Marianne Beck – 88.0%;
- Paisley – 86.1%;
- East Lake – 84.4%;
- Helen Lehmann – 80.9%;
- Cooper Memorial – 76.3%; and
- Marion Baysinger – 74.4 %.

This demographic is quite positive and suggests that the County's population is stable inasmuch as an investment in a home is typically a positive for a county, city, community, or neighborhood.

Ethnicity

The ethnic makeup a service area is seldom an indication of library usage. However, it does speak to collection development and services, especially as they relate to programming and programs and staff assistance.

Just under 14% of Lake County's population is listed as "Hispanic Origin." White and Black are 80.3 and 10.8 percent respectively. The Marion Baysinger and Cagan Crossings libraries have, by far, the largest concentration of Hispanics – 33.5 and 32.7 percent. The former is for a 3-mile ring, the latter for a 5-mile ring. Paisley and Fruitland Park with 6.6 and 6.7% respectively have the lowest percentage of Hispanic Origin population in their service areas.

The Black population of the County is at 10.8%. Fruitland Park and Leesburg each have more than 20% Black population in their service area. Astor has 0.6%.

Consultant Conclusions

Given the level of educational attainment the libraries of the Lake County Library System have to work a bit harder at attracting new and retaining current customers than would a library system with higher levels. Nonetheless, there is a good foundation on which to build improved services as discussed elsewhere in the new 5-Year Strategic Plan.

LAKE COUNTY DEMOGRAPHICS

Demographic	Florida	Lake County	3 Mile Ring Astor	5 Mile Ring Crossings	5 Mile Ring Cypress	5 Mile Ring Memorial	3 Mile Ring East Lake	3 Mile Ring Fruitland	1 Mile Ring Lehmann	1 Mile Ring Lady Lake	5 Mile Ring Leesburg	5 Mile Ring Martanne Beck	3 Mile Ring Baysinger Marion	3 Mile Ring Minneola	3 Mile Ring Palsley	5 Mile Ring Taverns	3 Mile Ring Unadilla	3 Mile Ring W. T. Bland
Population Estimate	2021 21,885,425 2016 20,289,374 7.8%	352,807 323,807 9.2%	3,116 2,883 8.1%	38,797 35,574 9.1%	73,953 67,708 9.2%	13,199 11,975 10.2%	20,504 21,711 9.3%	1,504 1,373 9.3%	5,656 5,157 7.7%	47,140 43,263 9.0%	12,405 11,386 8.9%	38,787 2,883 9.8%	32,885 30,215 8.8%	1,850 1,693 9.3%	58,882 53,942 9.1%	8,424 8,166 8.1%	35,330 32,235 9.6%	
Percentage Gain 2021 over 2016	7.8%																	
Age Cohort % of Estimated Population																		
0 - 14	16.7%	16.1%	14.8%	18.1%	19.1%	19.4%	17.5%	17.3%	17.3%	16.0%	17.1%	14.8%	26.3%	24.5%	14.2%	16.5%	15.9%	
15 - 24	14.8%	24.7%	29.5%	17.5%	18.5%	15.6%	25.4%	19.8%	19.8%	28.1%	31.7%	29.2%	12.3%	15.4%	30.8%	24.5%	25.7%	
25 - 34	11.7%	46.7%	51.8%	34.3%	41.7%	41.5%	45.6%	44.7%	44.7%	48.1%	49.4%	49.2%	37.0%	40.2%	51.6%	6.7%	49.7%	
Median Age all Population	41.7																	
Income Percentages																		
Under \$10,000	20.5%	15.4%	47.2%	24.8%	21.7%	15.9%	33.6%	33.6%	33.6%	30.5%	40.0%	24.0%	32.7%	25.4%	35.4%	36.8%	31.8%	
\$10,000 +	26.1%	26.0%	5.2%	15.7%	25.4%	24.4%	11.0%	17.0%	17.0%	7.4%	10.4%	18.1%	10.3%	21.1%	11.7%	14.9%	15.2%	
Ethnicity Percentages																		
White	73.6%	80.3%	88.5%	74.4%	75.5%	85.4%	73.1%	91.3%	91.3%	83.1%	73.4%	87.6%	66.8%	72.0%	93.7%	83.8%	89.1%	
Black	16.8%	10.8%	0.6%	9.3%	12.5%	5.3%	20.8%	1.6%	1.6%	9.8%	20.2%	4.9%	12.8%	14.1%	0.6%	9.9%	6.4%	
Hispanic Origin	24.0%	13.8%	17.2%	32.7%	18.6%	26.3%	6.7%	12.8%	12.8%	7.3%	7.4%	11.7%	33.5%	20.1%	8.6%	9.7%	13.0%	
Educational Attainment																		
Percentages																		
High School Diploma or Less	42.4%	45.5%	66.6%	39.4%	35.3%	46.3%	59.2%	43.7%	43.7%	48.8%	49.9%	43.2%	57.2%	36.0%	54.5%	48.6%	51.5%	
Some College	30.4%	33.1%	24.5%	35.9%	36.5%	28.5%	24.9%	29.9%	29.9%	31.4%	34.7%	34.7%	28.1%	40.5%	34.3%	33.5%	31.5%	
BA/BS or More	27.2%	21.4%	8.9%	24.7%	28.2%	15.8%	15.9%	26.4%	26.4%	20.7%	15.7%	22.1%	14.7%	23.5%	11.2%	17.9%	16.8%	
Vehicles in Household	1.64	1.66	1.73	1.70	1.88	2.02	1.50	2.13	2.13	1.50	1.43	1.76	1.92	1.80	2.06	1.52	1.72	1.63
Percentage of Married Families w/Children	36.8%	30.8%	24.1%	35.4%	40.8%	41.2%	28.3%	39.5%	39.5%	25.3%	24.6%	24.0%	47.3%	45.1%	32.2%	26.7%	34.8%	32.1%
Percentage of Owner Occupied Homes	66.4%	75.3%	62.5%	57.0%	76.3%	84.4%	70.5%	80.9%	80.9%	36.0%	67.5%	88.0%	74.4%	66.9%	86.1%	72.2%	73.3%	61.0%

Appendix 4
Results of "I Want My Library to..." Surveys

The results from all groups are attached.

LAKE COUNTY LIBRARY SYSTEM - "I Want My Library To..." - Groveland							Total Points	Ranking	Xs
	1	2	3	4	5				
Arts & Literature				1			2		
Business, Finances & Career Information							0		1
Celebrate Diversity (cultural awareness)							0		
Connect w/ Online World				1	1		3		
Current Topics & Titles		1					4	4	1
Do It Yourself Resources			1		1		4	4	1
Local History and Genealogy							0		1
Literacy for All Ages	1	1					9	2	
Public Space		1	1	1			9	2	
STEAM (science, technology, engineering, mathematics)			1		1		4	4	
Stimulate Imagination	2						10	1	
<p>Legend:</p> <p>a) Items were ranked in order of importance from "1" being most important, to "5" being least important.</p> <p>b) Column "Xs" indicates the "least important" ranking for an item.</p>									

LAKE COUNTY LIBRARY SYSTEM - "I Want My Library To..." - HDQS 3-8-17									
	1	2	3	4	5	Total Points	Ranking	Xs	
Arts & Literature	1	1	1		1	13	4	2	
Busines, Finances & Career Information	1		1		1	9		2	
Celebrate Diversity (cultural awariness)					1	1		1	
Connect w/ Online World	1	2	1			16	2		
Current Topics & Titles					1	1		2	
Do It Yourself Resources		1	1	1		9		4	
Local History and Genealogy					1	1		2	
Literacy for All Ages	1			3	1	12	5		
Public Space	1	1		1		11		1	
STEAM (science, technology, engineering, mathematics)		1	3		1	14	3		
Stimulate Imagination	2	1		2		18	1		
<p>Legend:</p> <p>a) Items were ranked in order of importance from "1" being most important, to "5" being least important.</p> <p>b) Column "Xs" indicates the "least important" ranking for an item.</p>									

LAKE COUNTY LIBRARY SYSTEM - "I Want My Library To..." - HDQS 3-9-17									
	1	2	3	4	5	Total Points	Ranking	Xs	
Arts & Literature					1	1		2	
Business, Finances & Career Information				4	1	9		1	
Celebrate Diversity (cultural awareness)					1	1		2	
Connect w/ Online World	1	1	4		1	22	3		
Current Topics & Titles		2				8		2	
Do It Yourself Resources			2	1		8		3	
Local History and Genealogy					1	1		2	
Literacy for All Ages	4	2		1	1	31	1		
Public Space	2		1	2	1	18	4	1	
STEAM (science, technology, engineering, mathematics)	1		2		2	13	5	4	
Stimulate Imagination	1	4		1		23	2		
<p>Legend:</p> <p>a) Items were ranked in order of importance from "1" being most important, to "5" being least important.</p> <p>b) Column "Xs" indicates the "least important" ranking for an item.</p>									

APPENDIX 5 LITERACY ACTIVITIES

The Library could supplement its efforts by providing caregivers attending *Toddler Time* programs a synopsis of the following:

- Reading aloud is widely recognized as the single most important activity leading to language development. Among other things, reading aloud builds word-sound awareness in children, a potent predictor of reading success;
- "Children who fall seriously behind in the growth of critical early reading skills have fewer opportunities to practice reading. Evidence suggests that these lost practice opportunities make it extremely difficult for children who remain poor readers during the first three years of elementary school to ever acquire average levels of reading fluency." See Joseph Torgeson's *Avoiding the Devastating Downward Spiral*, American Educator. c2004;
- Reading aloud to young children is not only one of the best activities to stimulate language and cognitive skills; it also builds motivation, curiosity, and memory. See Betty Bardige's *Talk to Me, Baby – Zero to Three! (2008)*, *Paul H Brookes Pub Co.*; and
- Research shows that the more words parents use when speaking to an 8-month-old infant, the greater the size of their child's vocabulary at age 3. The landmark Hart-Risley study on language development documented that children from low-income families hear as many as 30 million fewer words than their more affluent peers before the age of 4. See Betty Hart and T. R. Risley's *Meaningful Differences in the Everyday Experiences of Young American Children (1995)*, Paul H. Brookes Publishing Co.
- Work with agencies in Springdale and Washington County to assure that the Literacy community is aware that SPL is continuing to be an active participant in improving literacy skills and wishes to partner with other agencies via a strong collection of literacy-related materials plus space for tutor instruction and tutoring itself;
- Continue the current program geared toward children ages 0–3 and their caregivers while teaching caregivers the importance of reading aloud to their children and how to best read aloud;
- Develop a plan for working with appropriate medical offices and clinics in order to reach new/expectant mothers (and fathers and grandparents) to make the new caregivers aware of what the Library has to offer and how they can obtain a library card for themselves and their child(ren); and
- Approach the Friends of the Library about establishing a gifting program whereby the Friends would mail, or personally deliver, a book to a new caregiver(s) for use in starting the "reading aloud" process.¹

¹ A specific title to consider is *Read to Me* by Judy Moreillon, illustrated with multicultural images encouraging adults to discover the joy of sharing books, stories, and songs with young children. Available in English, English, Vietnamese, and Vietnamese/English.

Cagan Crossing Library 2nd Level Recommendations

The second level of the Cagan Crossing Library, now shell space, provides an excellent opportunity to significantly improve services for a fast growing area – 28.3% increase from the 2010 US Census to the projected 2021 population.

The consultant recommends an on-site space planning charrette as the next step in planning for the facility. Held at the Library in the meeting room, the charrette would provide customers and non-customers of the Library as well as staff from throughout the Library System to weigh in on the changes they believe will best serve the great Cagan Crossing community.

The charrette will enable detailed and accurate cost estimating to be developed so that all parties will know what the financial cost will be to finish out the second level as well as the resulting improvements for the first level.

The consultant now suggests the following use of space for both levels. These suggestions are based on experience from working with hundreds of libraries on similar projects throughout the country, including 20 or more in the Sunshine State.

First Level

- Entrance and Lobby;
- Primary Meeting Room;
- Conference Room(s);
- Primary Circulation Desk (much smaller than the current desk);
- Popular Library (newest additions to the collection of all materials);
- Children's Services (with significant segmentation between age groups [0 – 3rd grade] and [4th to 6th grade]) {collections of materials, seating, computers, display space};
- State-of-the-art program room for Children's Services (space for puppetry, storytimes, crafts, and creation space);
- Art and exhibit space (local art shows, travelling exhibits from the Smithsonian, etc.);
- Workroom for Circulation and Children's Services Staff;
- Loading and Receiving area; and
- Restrooms, including a Family Assist Restroom in/very near Children's Services.

Second Level

- Adult Services (collections of materials, seating, computers, display space);
- Teens/Tweens Services; (same as for Adult Services)
- Three or four Group Study Rooms (seating 4 to 6);
- Creation Center (makerspace);
- Computer Lab;
- Conference Room;
- Workroom for Library Manager, Adult Services, and Teens/Tweens Services;
- Staff Break room; and
- Restrooms.

Needed Improvements that MUST be Included

- Elevator;
- Public Stairs;
- Second Level Restrooms;
- Floor Covering;
- Lighting;
- HVAC; and
- Fire Projection.

ESTIMATED COSTS

The consultant estimates the cost for finishing out and occupying the second level of the Cagan Crossing Public Library building. Based on an estimated 12,000 square feet of space.

- Planning Charrette 4 Day on-site - \$10,000 - \$13,000;
- Elevator - \$60,000 - \$75,000 (depending on size, speed, and finishes);
- Fixtures, Furniture & Equipment – (\$335,000 - \$400,000);
- Technology – (estimate assumes no need for a separate Server Room - \$60,000 - \$96,000;

Sub-Total - \$465,000 - \$584,000

- Design Fees & Expenses -- \$47,000 - \$57,000.

Total - \$512,000 - \$641,000