

2011 - 2016

Lake County Library System Long Range Plan of Services

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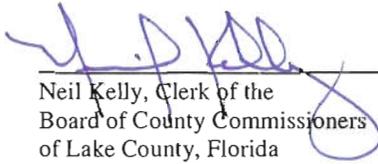
LONG RANGE PLAN APPROVAL

This plan has been reviewed and approved by the Lake County Board of County Commissioners, the designated governing body of the Lake County Library System.

COUNTY

ATTEST:

LAKE COUNTY, through its
BOARD OF COUNTY COMMISSIONERS



Neil Kelly, Clerk of the
Board of County Commissioners
of Lake County, Florida



Jennifer Hill, Chair
This 13 day of Sept., 2011.

Approved as to form and legality:



Sanford A. Minkoff
County Attorney

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Lake County Library System: An Introduction

The Lake County (Florida) Library System is a single-county cooperative providing public library services to Lake County's 297,052 residents. The Lake County Board of County Commissioners is the administrative governing body. Six public library branches are operated by County government and nine public libraries are operated by municipalities. These municipalities and Lake County agree to participate in the Library System through a formal interlocal agreement. An agreement also exists between Lake County and the Lake-Sumter Community College for operation of Cooper Memorial Library, a joint-use facility that is both a System branch library and an academic library for the College and the University of Central Florida.

This model for library service delivery is not unique in Florida or the nation but it is unusual. It requires a high degree of cooperation among participating local governments and library managers but allows Lake County residents to use any participating municipal library and County branch, a situation that did not exist before the Library System was established. A plan for building County operated branch libraries during the decade of the 2000s brought the System to its current configuration.

A Library Services Director position manages the Lake County Library Services Division of County government and reports to the County Public Resources Director. That position is responsible for coordination of the cooperative Library System and overall management of System headquarters and six County branch libraries. Planning of public services for all County and member libraries and System headquarters is conducted cooperatively. An advisory board of citizens representing participating municipalities and a representative from each County Commission District provides advice and guidance to the director, participating governing bodies, and the Lake County Board of County Commissioners.

Operational funding from all sources (County, municipalities, state, federal and other) for the System and all libraries is just over \$7.8 million for fiscal year 2010-11, or \$26.28 per resident of the County. This amount does not include funding for capital outlay, which is another \$1.07 million this fiscal year. Local funds make up over ninety-seven percent of all System funding.

Best practice for public library management includes use of three to five year plans for service development. LCHS is now finishing its third such plan and embarked in January 2011 on a long range planning project to develop a new plan for 2011 through 2016. This document is the result of that work.

Creating a Plan for the Next Five Years

This Lake County (Florida) Library System (LCLS) long-range plan covers the Fiscal Years 2011-2012 through 2015-2016. It will serve as a guide for improvement of public services and the methods and procedures System branch and member libraries use to provide those services. As a document that focuses on improvement and change, this plan does not address existing services unless there is a plan to modify them in some way.

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The Planning Process

A national public library planning model developed by the Public Library Association, a division of the American Library Association was used as a basis for planning methods.¹ Some modifications to that method were made based on more current public library planning practice and recently published revisions to the model.² Community need and how public libraries can help meet those needs are the focus of this model. Using the model results in a plan with broadly stated goals about how the public will benefit from planned services and service changes, strategies to work towards meeting goals, and measurable objectives that are used for periodic evaluation of progress throughout the plan time period of five years.

The Planners

Planning began with selection of library planning consultant Ruth O'Donnell in January 2011 and identification of two planning groups, the Planning Committee and the Staff Task Force. Planning Committee members were selected from the System's Advisory Board, an appointed group of Lake County residents representative of people who live in the unincorporated County and municipalities that have a System member library.

Planning Committee members were charged with identifying the most pressing needs of Lake County residents and considering how LCLS libraries can provide services to help with these needs. Their recommendations provided direction to the Staff Task Force as its members developed plan components. The Library System is grateful for participation in the Planning Committee by:

- Paula Bean, representing Howey-in-the-Hills
- Betty Ann Christian, representing Commission District 4
- Tom Eppich, representing Mount Dora
- Patricia Gallagher, representing Umatilla
- Dusty Matthews, representing Commission District 1
- Julia Nix, representing Montverde
- John Nystrom, representing Commission District 5
- Joseph Quinn, representing Lady Lake
- Rick Roderick/Stephanie Gardner, representing Minneola
- Jane Sewell, representing Leesburg
- Michael Sweeney, representing Fruitland Park

Staff Task Force members represented every LCLS branch and member library and all types of positions held by library employees. Their task was to use the direction for addressing community needs that was established by the Planning Committee to develop plan goals, objectives, strategies and example activities for the five years of the plan.

¹ Nelson, Sandra. *The New Planning for Results: A Streamlined Approach*. Chicago, American Library Association, 2001.

² Garcia, June and S. Nelson. *Public Library Service Responses 2007*. Chicago, American Library Association, 2007.

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Research

The planning consultant researched Lake County demographics and the current status of branch and member libraries. Comparison with a national peer group of public libraries was another research component. This work resulted in two separate documents,³ the results of which are summarized in this section of the plan. These documents were sent to both planning groups and discussed at planning meetings.

Research into new and emerging trends in public library service was also conducted and used in two ways: first to provide the Staff Task Force with a series of articles to be read as part of preparation for their work; and second to develop a slide presentation for the Planning Committee.

Research on general community needs included a questionnaire sent to Advisory Group members and individual telephone interviews with County residents. A public opinion survey taken by customers visiting System libraries and the web site was used to identify the most desired services, services that could be eliminated or decreased, and new services of interest. Information from the consultant's research on public and customer opinion was reported in meeting materials provided to both the Planning Committee and the Staff Task Force. These materials are available from LCLS Headquarters.

Community Needs

Public opinion research into the general needs of the community and discussions at a Planning Committee meeting resulted in identification of several types of needs that public libraries can work towards meeting.

- Economic development
The primary need in Lake County is to improve the economic situation – to develop new businesses and services that will offer new jobs in order to decrease unemployment and raise individual and family income. That need supersedes all other discussions of social, cultural, educational and entertainment needs although needs still exist in those areas. Lake County's public libraries can be a part of the effort to boost the economy by increasing services to people seeking employment and considering business start-ups. Library staff can also be more active in partnering with other organizations providing these services to assure that the library role is not replicating what is being provided by others.
- Preparation of residents for new kinds of employment
A lower per capita income indicates a need for life-long learning opportunities, basic literacy instruction and training in 21st century technology skills, all of which the library can provide.

³ O'Donnell, Ruth. *Lake County Demographics: A report for the Lake County Library System long range planning project, March 2011*, available from LCLS Headquarters.

O'Donnell, Ruth. *Report of a Scan of the Lake County Library System for the Lake County Library System Long Range Planning Project, March 2011*, available from LCLS Headquarters.

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- **Improved image of Lake County**
The need to improve the way residents feel about where they live is related to economic development and also to personal contentment. Modern public libraries with up-to-date collections of materials, public programs and learning opportunities that are of interest to various segments of the population and available when people need them can help Lake County's residents improve their standard of living and enjoy life.
- **High speed Internet access**
Rural areas of the County need to have better access to the Internet for all the reasons that people rely on the World Wide Web/Internet phenomenon in our world. Public libraries can help with this need until high speed Internet is available in all areas of the County and on a continuing basis for those who cannot afford it.
- **Shared concern for and interest in each other and our communities**
Many new residents move directly into gated and/or age restricted developments. They often have little interaction with people of other socio-economic groups, races and ethnicities who are their fellow Lake Countians. Also, there is the perception of a difference between life in the northern and southern parts of Lake County and that people are different in those two areas. Libraries can bring the various components of the community together to discuss issues of the day, progress of the county and its residents, and learn about each other.
- **Cultural and entertainment opportunities**
Orlando is the cultural and entertainment center of the area but many Lake County residents don't want to fight traffic and tourists to get there. They need performance venues that attract both home-grown and professional performances. They also need entertainment, including entertainment that appeals to children and teens as well as to adults. Public library materials, programs and meeting rooms can help meet this need.
- **Education**
Interviews and discussions did not give the consultant an impression that public education is in distress in Lake County although educational success at the individual level seems to be a concern. Libraries have long been a primary supporter of student after-school and weekend learning needs. They also work with parents and caregivers to assure school and reading readiness in very young children.

Lake County Demographics

A report of the most current demographic information available, *Lake County Demographics: A report for the Lake County Library System long range planning*

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project, March 2011, was developed in the winter of 2011 as part of the research phase of Lake County Library System’s long range planning project. It was used by the Planning Committee as they discussed the needs of County residents. Demographic information in the report includes population size and an array of other statistics.

Data from the 2010 census was not yet available when the report was written so a number of other sources were consulted for estimates of current population and other demographics. Estimates ranged from a high of over 320,000 residents to a low of 293,500 residents. The actual 2010 census count is 297,052, a 29.1 percent increase from the 2010 census.⁴

Chart 1: Lake County Population Estimates & Projections: 2010 & 2015

Data Source	2010 Estimates	Percentage of Change 2000 -2010**	2015 Projections	Percentage of Change 2010- 2015
U.S. Census 7/1/09 Est.	312,119	48.2%		
Metro Orlando EDC	321,192*	52.7%	367,637	14.5%
Office of Economic & Demographic Research	293,478	39.4%	328,421	11.9%
Lake-Sumter MPO	293,500	39.4%	324,801	10.7%
2010 Census	297,052 Actual	29.1%		

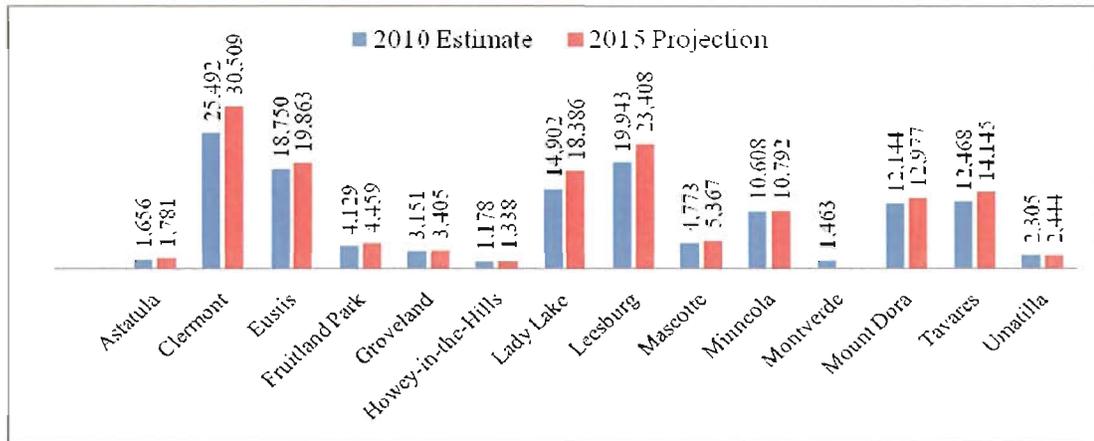
Separate population estimates for 2010 were provided in the report for each of the County’s fourteen municipalities. Actual 2010 census populations were not available to update the data in the report but Chart 1 provides a picture of the differences in municipal populations according to data used by County government for planning.

⁴ 2010 Census Redistricting Data Summary File – Lake County, prepared by the U.S. Census Bureau, 2011.

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Chart 2: Predicted Population Growth in Lake County Municipalities – 2010 to 2015⁵

(2015 projections for Montverde are not available; 2010 population for Montverde is from 2010 U.S. Census)



Other demographics for the total Lake County population are presented in the report: estimates for population by gender, age (in seven age groups), race and ethnicity. Data on educational attainment, income, unemployment and average wages were also included. Similar data for municipalities is presented – age in four groupings, race, Hispanic ethnicity, school attainment and average household income.

Lake County Library System Scan

In order that planners have information about the Library System and its libraries, the planning consultant conducted a scan of all member and branch libraries, summarized in *Report of a Scan of the Lake County Library System for the Lake County Library System Long Range Planning Project, March 2011*, a report for use in planning meetings. She visited all member and branch libraries, as well as the single municipal library in Lake County that is not a member of the Library System. The consultant also reviewed and analyzed 2009-10 and 2010-11 (to April 2011) resources and usage statistics. She conducted a national peer group comparison of LCLS to six other libraries using a federal database of 2007-08 statistics (the most current year available), interviewed Library System Headquarters staff, and reviewed progress on the current long range plan.

The *Report* includes charts and graphs presenting information collected in the scan and the national peer group comparison. It ends with the consultant's analysis of findings which is summarized here.

LCHS Structure

An organization like LCLS that relies on the good will and cooperative spirit of its members has built in pitfalls to efficient and effective service delivery. Data regarding use of services and the consultant's observations indicate that Lake County Library

⁵ Metro Orlando Economic Development Commission, www.orlandoedc.com/data-center/demographicdetail.shtml#lake; produced by Decision Data Resources, November 2010

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System is doing well with a cumbersome governance structure – nine cities and a county government all having a voice. It isn't easy, though and some inefficiencies and inequality of service have resulted.

Current concerns of Headquarters and libraries' staff concerning the differences of speed of Internet access are exemplary of this concern. Another example is the way in which library collections are developed, with no or little coordination across the system and between libraries.

Library Facilities and Use of Space

Most library facilities opened in the 21st century (12); two of these are older buildings put to a new use. The system has two very new buildings and a new one will open this spring. There is a variety of levels of cleanliness, physical maintenance, and general interior/exterior upkeep across the fifteen buildings. Some buildings are showing a lot of wear, even though not very old, which reflects a lack of ongoing maintenance. Carpeting is a particular problem as is exterior cleanliness in some of the smaller buildings.

While some of these problems are due to funding issues, cleanliness and neatness problems can be resolved fairly inexpensively. Library staff members can do a lot to maintain a neat, orderly library free of clutter and unnecessary furnishings that presents a welcoming, comfortable place for public use.

Total square footage of all fifteen libraries is adequate to the population's need but some of that space is in the wrong place or in buildings too small to function as full service libraries, which these days implies public gathering space as well as books and computers.

Friends of the Library book sales present a concern in some libraries while in others they are very well maintained. These sales should be contained to a specific and limited space which is not the first thing one sees when entering the library and should be maintained by the Friends in a neat and orderly way.

Storage is, in general, a problem at all but the newest libraries. Some public meeting rooms are being used as storage rooms, which limits their usefulness for the intended purpose.

Technology

Services provided by Headquarters technology staff appear to be effective in assuring relatively recent equipment in good working order. This service is an example of how successful a centralized service can be. The five-year replacement schedule for computers and related equipment seems to be working well and should do so as long as the funding holds. Dependency on County staff Information Technology staff for development and updating of the library web site is sometimes frustrating to System staff charged with implementing changes and service innovations.

Collection Development and Library Catalog

Most of the functions associated with collecting and maintaining the materials that people check out and use in the library are scattered across the library system, with individual

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libraries doing their own ordering, processing and in many cases adding of items to the catalog. It is difficult to see how this situation can result in a system-wide collection with a well organized and error-free catalog. It appears that fifteen separate and unrelated collections are developing which would seem to deny to the public two of the important purposes of forming a cooperative system – a systematic approach to materials selection and a single and correct catalog. However, staff interest in adding more information to the catalog, information that can be seen and used by the public, is the start of a step forward.

Outreach Services

The system's books-by-mail program serves just fifty-five people at present. Given the number of users the service is of questionable value in the general scheme of system services. Literacy services, on the other hand, currently serve 334 people, which is a high number for a public library literacy program. The number of volunteers (123) is also high and the reason so many students can be accommodated.

Programming

The two program coordinators who assist library staff with adult and youth programs play an important role in advising, guiding and information sharing in their respective areas of responsibility. Youth services staff have the benefit of all of the time of that coordinator but the Program Coordinator has many other duties. If both were able to commit all their time to the public program aspects of library service the system could make great strides in helping the public develop 21st century skills.

National Peer Comparison (2007-08 Statistics) and 2009-10 Statistics – Resources

- Open hours at system libraries have dropped compared to 2007-08 as a result of funding cuts. Statistics show, however, that there is more business now than in 2007-08 when there were more open hours.
- Operating expenses have also dropped from \$28.99 in 2007-08 to \$26.28 in 2009-10. So the system is spending less and yet has more business.
- Staff has been cut, too. In 2007-08 the system was third of the peer libraries in ranking of number of staff (highest to lowest). We do not know if the peer libraries have lost staff but it is likely, given the recent economic recession, but LCLS staff number were cut almost twenty-one percent – but are still doing more business.
- Comparison of library collections in 2007-08 show LCLS second from the top in number of print items (books and back issues of magazines), at the top for video items and third of seven for audio items. Magazine subscriptions were also third of the seven libraries. Print collection numbers have increased a little, as have audio and video materials while magazine subscriptions have gone down significantly.

These statistics show the impact of funding cuts. Some libraries are using donated materials to add new items to their collections because they lack the funds to purchase as many new items as they would like to provide. Where large numbers of donated items were added to a collection, it may be necessary to review them for appropriateness if such a review was not done at the time they were added.

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- Public access computers connected to the Internet have increased markedly from the 234 reported in 2007-08 to the 384 now in place, putting the system at the Exemplary level in the *FLA Standards and Guidelines*. The number of computers across the system is remarkable given existing financial situations faced by local governments. It should be noted, however, that the standard was published well before the recession caused so many more people to need the library's Internet access and is currently being reconsidered by the Florida Library Association.

National Peer Comparison (2007-08 Statistics) and 2009-10 Statistics – Use

- The number of library programs held was highest of all the library peers in 2007-08 but has dropped by fourteen percent since then, affirming statements by staff members that programming has been severely hampered by staff cuts.
- Library visits were high compared to the peer group in 2007-08 and even more people are coming to the library now – an increase from 5.92 then to 6.23 visits per capita in 2009-10 and continuing to rise this year.
- The number of reference questions was almost double the next highest peer in 2007-08. Since this statistic comes from periodic surveys the huge difference may be due to more efficient counting on the part of LCLS library staff members. In any case, the per capita number of reference transactions has dropped from 1.47 to 1.33. This is in keeping with a national trend because people are finding their own answers on the Internet.
- Public access computer usage was also the top of the peer group in 2007-08, even though the system was only three out of the seven in number of computers available for this purpose. In 2009-10 use went up by almost twenty percent from the 2007-08 level.
- The number of people attending programs of all types as well as just children's programs in 2007-08 was second among the peers, even though the number of program offerings was the highest of the peers. Currently, the number of programs has decreased but the number of people attending is up, a reversal of the 2007-2008 situation.

Trends in Public Library Service

A recently published federal document related to the future of public library services addresses some of the issues that drove this planning effort.⁶ It sets a direction for the future of public library services "At a time when increasingly advanced skills are required for success in life and work, people of all ages are seeking a diverse range of learning experiences to inspire, guide, and enhance their personal and professional lives....Over the past seven years, the national dialogue around 21st century skills has reached critical mass in national competitiveness, workforce

⁶ Institute of Museum and Library Services, 2009. *Museums, Libraries and 21st Century Skills*. Available at www.ims.gov.

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development, and education circles.”⁷ LCLS managers believe that public libraries must align their array of services with this public need.

The public’s recognition of a public library as a place to get books and information has become a brand. Libraries are known for these services just as retail businesses are known for their products and services. In Lake County the library brand also includes, at least at some of the libraries, leisure and cultural programs and events.

Economic circumstances, the pressing needs of many library customers, and the national effort to have a citizenry equipped with 21st century skills require a change in the traditional public library brand. The addition of computers and Internet access brought a new and large group of users to libraries in the last fifteen years. The current economic recession and the reliance of Florida’s state agencies on Internet access to provide social and other services brought still another large group of users, many of whom never before used a public library. A new library brand is evolving among these residents who see the library as a place to look for work, apply for social services, search the Internet at higher access speeds than they can afford, and use library computers for all the applications available in the modern world.

Mobile computing has added another layer of complexity to services planning. People are using smartphones and other devices to access information, ask questions, interact socially, and comment on what is happening in their world. Public libraries must be a part of this conversation to promote and provide services.

No public library can, however, do everything it used to do and also provide the new services needed by the public. Staffing reductions make that even truer. Consequently, public libraries are changing. Rather than experience that change in a haphazard way as new demands come from the public, Lake County Library System is organizing to offer the new brand of library services. Some of these services are currently available but will benefit from better organization and service delivery efficiency. Other services, particularly those related to teaching 21st century skills and connecting with customers through mobile devices and social networking, will be new.

At the same time, library staff must consider whether all existing services are efficient in terms of meeting the most pressing community needs. Some may be provided by other agencies as well as by the Library System so the library does not need to duplicate those services. Others are traditional but not related to the focus of modern public-library services – the new brand.

Elements of the New Brand for Public Libraries

- Planning – renewed commitment to needed, relevant services along with listening more to the people served
- Funding – less funding means a need for increased efficiency, including eliminating less popular services and setting priorities to focus on the most pressing needs of the community
- Facilities – green buildings with interior spaces for independent and group learning, one-to-one teaching, small and large meetings; food and drink available

⁷ IMLS, pg. 2

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- Strong partnerships with other public service agencies, the business community and education community to maximize the library's reach
- Materials – moving more and more of the library's collection to electronic formats; significantly reducing or eliminating print reference collections; reducing print non-fiction and fiction materials to only the most popular items and spending more on audio-visual and electronic formats instead; organizing materials like a bookstore and eliminating use of the Dewey Decimal Classification System; mobile access to electronic catalogs and customer records; reader and staff reviews and other information in the library catalog; personal bookmarking in the catalog
- Collection Management – outsourcing cataloging and processing; centralized ordering and receiving
- Customer Service – self management of check out of materials, customer accounts, reserves pick-up; taking the service to the customer rather than waiting for the customer to come to public service staff members; teaching use of and how to access technology of all types through individual lessons, group classes, online webinars and modules
- Communication – providing service and information to customers and library staff members through social networking sites, RSS, email and texts, blogs and wikis
- Programs and Events – expanding reach through partnerships; emphasis on school readiness and success in youth programs and services; online program presentations

Goals, Objectives and Strategies

LCLS will work towards achieving the goals and objectives below throughout the life of the plan and will implement strategies and activities depending on staff and other resources availability. An annual plan will be developed each year based on what has been achieved to date and what as-yet uninitiated strategies and activities can be implemented.

Some needed resources may come from reallocations based on shifts in priorities. Other resources likely will require funding beyond that which is currently available. Although additional funds from library governing bodies may be needed, LCLS will make every effort to secure funding through grants and donations.

Goal 1: People will have free and effective access to online resources and services, and their access will be supported with a variety of instructional activities.

Goal 1 Objectives

- O1.1 Computer usage will increase each year by a percentage to be determined on an annual basis.
- O1.2 A percentage of people, to be determined following a baseline year of data collection, who use classes and online tutorials on information seeking and using and who respond to an exit survey will indicate that the instruction was useful.

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Goal 1 Strategies

- S1.1 Improve technology infrastructure and public access at all libraries to assure it is adequate to meet the service needs of our communities.

Examples of Activities

- Establish an innovative services group consisting of staff members assigned to stay abreast of technology-related trends, emerging technologies, and new service needs. This group would recommend technology direction for LCLS and communicate with other staff regarding emerging trends.
- Update the integrated library system to provide on-site, off-site and mobile users with access to the library's services.
- Investigate and implement ways to make current and emerging hardware and software technologies available for customer use.

- S1.2 Assure that library customers have the ability to connect, any time and any place, with library staff.

Examples of Activities

- Maintain an active social networking presence on the Internet at seven libraries as a minimum.
- Redesign reference spaces to enable library staff to work side-by-side with customers.

- S1.3 Provide technology-related learning opportunities to customers through a comprehensive program of educational services.

Examples of Activities

- Offer on-the-spot technology education to customers both in libraries and on the web site.
- Offer online technology tutorials through the LCLS web site.
- Offer a comprehensive schedule of classes on existing and new technologies.

Goal 2: People will find inviting virtual and physical spaces where they can read, reflect, collaborate and connect.

Goal 2 Objectives

- O2.1 Door counts will increase each year by a percentage to be established on an annual basis.
- O2.2 Following creation of a virtual branch, usage of virtual branch pages will increase each year by a percentage to be established on an annual basis.

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- O2.3 Following creation of a virtual branch, a percentage of people, to be determined following a baseline year of data collection, who access key web site pages will indicate that the pages were useful.
- O2.3 Computer usage will increase each year by a percentage to be determined on an annual basis (see also Objective 1.1.1(same as O1.1)).

Goal 2 Strategies

- S2.1 Create and maintain an environment of comfort and usability at all physical locations with an emphasis on creating a place with inviting decor and furnishings where people can gather, grow and enjoy.

Examples of Activities

- Use teams of staff from other libraries to evaluate library facilities using a standardized checklist and the *Florida Library Association Standards & Guidelines* and encourage library directors and branch managers to act on team findings. The checklist will emphasize comfortable and inviting interiors, cleanliness and lack of clutter, allocation of space that aligns with service priorities, and barrier free access to materials and services.
- Allocate space according to the goals and strategies of this plan which may require changes in how space is currently used.

- S2.2 Create a virtual branch offering services and programs online to meet the needs of the public to access information and entertainment through electronic resources.

Examples of Activities

- Establish a virtual branch task force to be responsible for designing components of the virtual branch.
- Employ a branch manager to develop and maintain a virtual branch.
- Features of the virtual library may include cloud computing applications, unified meta-searching of the databases and catalog, and a friendlier interface.

- S2.3 Develop a plan for transitioning library services and materials online in order to meet use trends.

Examples of Activities

- Transition public computers from desktop PCs to mobile devices.
- Purchase tablet and eBook readers for staff training in the use of these devices.
- Use tablet and eBook readers in a project to teach cloud computing techniques and technologies to the public.

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Goal 3: People will find learning tools, services and support to build skills essential in today's society.

Goal 3 Objectives

- O3.1 Participation by adult literacy tutors and students will increase each year by percentages to be established on an annual basis.
- O3.2 Use of Rosetta Stone Online will increase each year by a percentage to be established each year.
- O3.3 A percentage of people, to be determined following a baseline year of data collection, who participate in classes or online tutorials to improve their personal self-sufficiency, employment readiness, and 21st Century thinking skills and who respond an exit survey will indicate the instruction was useful.

Goal 3 Strategies

- S3.1 Offer information and education to assist people in improving their employment readiness.

Examples of Activities

- Partner with educational and community organizations and businesses such as Lake Technical Center, Lake Sumter Community College, Goodwill Industries, Workforce Central to develop career development and occupational pathways workshops and resources.
 - Partner with local businesses to offer workplace literacy skills training to employees.
 - Offer a program providing low-skilled learners contextualized instruction that will assist their progress along a postsecondary pathway.
 - Provide a 'professional on loan' program tapping into local businesses, organizations, and educational institutions to provide individual and group instruction on employment readiness and basic skills.
- S3.2 Offer information and education on commonly shared, personal self-sufficiency and 21st Century thinking skills.

Examples of Activities

- Offer workshops on parenting, personal finances, health, aging, and education options.
- Offer homework help and distance learning programs using email, Skype, podcasts, and other technologies.
- Implement large group, teacher-instructed English Language Learner and Adult Basic Education classes.

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Goal 4: People will find resources and services to excite their imaginations through reading, viewing, listening and creating.

Goal 4 Objectives

- O4.1 Overall circulation will increase each year by a percentage to be established on an annual basis.
- O4.2 The system-wide turnover rate for circulating materials in collection categories identified as pleasure reading, viewing and listening materials will increase each year by a percentage to be established on an annual basis.
- O4.3 Attendance at programs designed to entertain and foster creativity will increase each year by a percentage to be established on an annual basis.

Goal 4 Strategies

- S4.1 Develop and manage library print and audio-visual collections of materials to place a high priority on those that entertain and excite the imagination.

Examples of Activities

- Modify collection management policies, procedures and selection to fit the high priority placed on materials that entertain and excite the imagination.
 - Aggressively weed reference, non-fiction and fiction materials to bring collections into alignment with this focus and improve customer's ability to browse and find something they like.
- S4.2. Provide an increased number and variety of opportunities for real and virtual participation in programs and events designed to entertain and foster creativity.

Examples of Activities

- Connect readers and authors with programs such as Festival of Reading, Writing Workshops and Writers on the Web.
- Offer virtual programming such as children's story times, author events, informative and creative programs, and gaming.

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Goal 5: Youth and their caregivers will find resources, services and programs to stimulate the ability to read, write and interact across a variety of media.

Goal 5 Objectives

- O5.1 Attendance at programs for youth and their caregivers will increase each year by a percentage to be established on an annual basis.
- O5.2 A percentage of caregivers, to be determined after a baseline year of data collection, who attend early childhood programs and respond to an exit survey, will indicate that the program helped them to introduce their children to books and learning and that they feel better prepared to teach reading readiness to their children.
- O5.3 A percentage of children and teens, to be determined after a baseline year of data collection, who visit online pages designed for them will indicate that they liked the pages.

Goal 5 Strategies

- S5.1 Promote a love of reading through a variety of programs for youth and caregivers.

Examples of Activities

- Negotiate pricing agreements for multiple presentations by paid performers.
- Create a virtual component to summer reading programs.

- S5.2 Support the education of youth.

Examples of Activities

- Improve communication and interaction between educational communities (public, private and homeschoolers) and the libraries by forming an outreach committee whose members will focus on increasing interaction between libraries and educational communities.
- Develop materials for outreach to the education community.
- Incorporate Every Child Ready to Read and other school readiness components into early childhood services.

- S5.3 Improve youth collections and reference services.

Example of Activities

- Provide an online “Future You” research center to assist teens with college and career planning.
- Create an online video workshop for public services staff which demonstrates reference interview techniques for youth.

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- Form a youth materials selection group to stay abreast of new materials, trends, bestsellers and award winners and recommend purchase to libraries.
- Purchase and outfit ready-to-go programs that can be moved between libraries and taken to outreach activities.

Goal 6: The Lake County business community will find relevant resources, services and support.

Goal 6 Objectives

- O6.1 The number of people who use library business development centers will increase annually.
- O6.2 A percentage of people who attend business-related classes or online tutorials, to be determined following a baseline year of data collection, who respond to an exit survey will indicate that they found the instruction useful.
- O6.3 The number of people who visit business-related pages online will increase each year by a percentage to be established on an annual basis.

Goal 6 Strategies

- S6.1 Offer business development services at selected LCLS libraries and on the LCLS web site in collaboration with other business support services where members of the business community can get personal assistance and find and use a variety of resources targeted to their needs.

Examples of Activities

- Establish a business services committee to plan services for the business community, evaluate those services and recommend change as needed. The committee should be composed of staff with expertise in business information resources/services and should be representative of the business service areas in the County.
 - Create a business development center page on the LCLS website with information about and links to LCLS business-related resources, programs, services; highlight link to this page with a prominent tab on LCLS home page; broadcast updates through RSS; make mobile device-friendly.
 - Present and co-host programs on topics of interest to the business community and provide training in using LCLS resources such as *ReferenceUSA*, *Small Business Resource Center*, *Business Index*, and *Demographics Now*.
- S6.2 Partner with agencies and organizations that provide services to business people to provide assistance and seminars.

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Examples of Activities

- Develop partnerships with organizations such as chambers of commerce, LSCC Business Resource Center, LC Department of Economic Growth & Redevelopment, SCORE (Service Core of Retired Executives), business incubators and merchants associations. Example collaboration: partners place links on their web sites pointing to the LCLS business page; library reciprocates with links to their web sites.
- Survey organizations that serve local businesses, asking them to evaluate current business-related programs and services provided by the libraries in their area and suggest possible future offerings.
- Use social networking tools to advertise library services to businesses.