Flagler County Public Library

Long Range Service Plan
FY 2020 – 2023

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Introduction

The purpose of this document is to set forth a plan for the development of library services to meet the needs of the Flagler County community during the period FY 2020 through 2023. This **Long Range Service Plan** presents goals, objectives and action plans that will enable the Flagler County Public Library to develop library services that will meet the needs of the community, including administrative, collections, public services, technology, branch / outreach services, personnel, technical services, and the physical facility. The goals of the planning process include setting forth a detailed service plan for the next three years, creating a greater awareness in the community of the library's mission, and developing a strategic plan in compliance with state regulations.

This planning process creates a framework for looking at both the community and the library. Excellence in the provision of services is achieved only when they reflect community needs, interests, and priorities. Therefore, Flagler County Public Library and its services are based on the needs of Flagler County citizens and visitors. Input for the planning process was obtained through analysis of demographic trends, staff input on the development of services, study of the "best practices" from comparable libraries, and most importantly, surveys and suggestions from the public who use the library system. The **Long Range Service Plan** was developed and written by library staff.

A revision of the **Long Range Service Plan** using this same approach will be conducted during FY 2023. This will include input from different constituencies and segments of the population and a thorough study of the Flagler County community and a review of the vision as set by local government. The plan will detail the development of public library services in Flagler County for the period 2024-2027 and will replace and carry into the future the current **Long Range Service Plan.**

County Profile

Located on Florida's northeast coast between St. Johns and Volusia counties, Flagler County encompasses 485 square miles. Flagler is bordered on the east by twenty miles of Atlantic Ocean coastline. Its largely unspoiled coastline and the county's commitment to preservation of the environment attract people to the area. Flagler County was the fastest growing county in the nation from 2004-2006 and during this time period the population increased significantly. As a result of this increase the population rose from 49,832 in 2000 to 89,075 in 2006, which was an overall change of 66.7%. Currently, according to the U.S. Census, Flagler County has a population of 112,067.

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

In 1968 a new era began as ITT (International Telephone and Telegraph Corp.) chose the area for a new planned retirement community named Palm Coast. This brought a large influx of retirees from the country's northeast and Midwest as well as Europe. In September 1999, the citizenry of Palm Coast voted overwhelmingly by a margin of two to one to incorporate as a council/manager form of government. On December 31, 1999, the City of Palm Coast was officially incorporated. Today the City of Palm Coast accounts for 87,607 of the County's 112,067 citizens.

While Palm Coast is the major population center, other areas of the county are experiencing changes in population. These include Bunnell, the county seat with a population of more than 2,827; Flagler Beach, a beachfront community with a population of approximately 5,081; Beverly Beach with a population of 464; Marineland with a population of 16; and the unincorporated areas with a total population of more than 16,072. Flagler Beach maintains a small municipal library for its citizens.

The community that comprises Flagler County today is richly diverse both culturally and ethnically. The economic composition of the county ranges from the extremely affluent, living predominantly in gated communities or near the Atlantic Ocean, to families living below the poverty line in various areas of the county. Between these extremes there are a large number of retiree and working class families. Recent immigrants from Russia comprise another subset of families. The demographics illustrate a continued increase in the ratio of children in Flagler County and is expected to continue in the coming years. According to new figures released from the 2018 U.S. Census estimates, 30.7% of Flagler's population is comprised of seniors 65 years of

age and above, 20.8% children through the age of 18, and 48.5% adults 19 – 64 years of age.

Flagler County has recovered from the economic downturn with a recent report of only 4% unemployment. The housing market has also recovered with an increase in real estate sales.   As a result of the upswing in the economy and real estate sales the County's population is starting to trend up. Although many residents that live in Flagler County must commute to jobs in nearby counties such as Volusia, St. Johns, and Duval the local farm industry employs more than 4,000 full and part time employees. The median household income in 2017 was $51,049.

Flagler County schools are considered very good, which is an attraction for many people. There are sixteen schools in Flagler County including seven elementary, two middle, four senior high, one virtual, one charter and one adult education school. Flagler County is also home to a satellite campus for Daytona State College. This campus does not maintain a library so the students either use the Flagler County Public Library or travel to the main campus in Daytona Beach.

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

Library Profile

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

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

Since opening on January 12, 2000 the new 30,000 square foot Flagler County Public Library has had a significant impact on the community. The library is centrally located in Palm Coast where an estimated 87,607 of the County's 112,067 citizens live. Designed by Harvard, Jolly, Clees, Toppe, Architects of Orlando and St. Petersburg, the facility is simple and open in design. The layout is highly functional and flexible, making it possible to accommodate developing collections and service needs. A large clerestory in the central portion of the building creates an illusion of grandeur. Light oak furniture and shelving add to the clean, open look. The building was designed to give the impression of bringing the outdoors inside the structure. Cool greens and blues are the predominant fabric colors, thus adding to this impression. The building takes good advantage of its nineteen acre, wooded site. A bank of windows runs along the entire rear of the building giving customers views of trees and shrubs.

On February 23, 2004 the Bunnell Branch of the Flagler County Public Library opened its doors in a small commercial building located at 103 East Moody Boulevard. The branch was established as a result of the law collection being moved out of the courthouse and the need for staff to maintain and allow for accessibility to the collection. The library was also looking to expand into underserved areas of the county and this opportunity presented an optimum solution. There is approximately 3,000 sq. ft. in the Bunnell Branch, which houses a collection of fiction, non-fiction, reference, some Flagler County historical reference documents, children's, and the law collection. It does not have as large a collection as the Main Library but the staff is able to bring items over from the Main Library at the request of customers. The law collection is available to serve the legal community and the public. The collection contains major Florida primary legal resources and some federal resources. In addition to the collection, the Bunnell

Branch has six computers with internet access and Microsoft applications. The branch also has wireless, printing, and photocopying services. The library in Palm Coast has a Library Document Station connected to the public computers to manage printing, scanning and faxing services.

Since 2008 the Library in Palm Coast has acted as a passport application acceptance facility with all revenue used for enhancements. In 2018, the Bunnell Branch started offering the passport service for the convenience of those living in the southern end of Flagler County and the northern part of Volusia County. This extra revenue has allowed us to add dozens of shelving units in the adult, teen and children's department enabling staff to build responsive collections in a variety of formats that will meet the needs of library users in the years ahead. Currently, there are some 129,000 titles and 151,000 items in the collections.

The library is the central hub of the community and is responsive to the educational and cultural needs of the community. The meeting room and four study rooms located at the Main Library provide free meeting space for non-profit community groups. However, due to the need for more space the small study rooms andand the storage closet are being converted to a new and enlarged teen room while the current teen spot will be enclosed to become a quiet/study reading room.

Use of the Flagler County Public Library has remained high with the economic downturn and high unemployment. In FY 2018 a total of 414,423 collection items were circulated with almost 300,000 visits to the library. Also during FY 2018, some 4,320 persons registered for a library card and now 58,125 people have active library cards (cards unused or expired are purged from the automated system every three years). In 2002 the Board of County Commissioners approved a reciprocal borrowing agreement with Volusia County and in 2009 with St. John's County. These agreements allow sharing of collections between and among the residents of each county.

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

This past year was a turbulent year for the Friends of the Library. With the passing of the Friends President and Treasurer and then subsequent resignations of many long time Board members, the Friends were at the point of dissolution. Fortunately, some members of the community stepped forward to take on the monumental task of reforming a new Board and breathing new life to the Friends Group. This new Board has also updated the By-laws to ensure that there is a succession plan of the Executive Board so that the prior situation does not reoccur.

The Friends of the Library of Flagler County has over 500 active members, is an extremely strong and influential support group. The new Friends Executive Board, the governing group for the Friend's of the Library for Flagler County, meets quarterly to conduct the business of the organization. Friends support takes many forms, including funding collection additions, technology, and professional performers for the youth in the community and continuing education opportunities including conferences for staff.

The Board of County Commissioners, County Administrator, and the entire county staff continue to be very supportive of the library. In 2018 the county purchased property on the campus of the Government Services Complex in Bunnell in preparation of building a new Administrative Headquarters and Bunnell Branch.

The library began as a volunteer endeavor. Even the library web site www.flaglerlibrary.org and the county web site www.flaglercounty.org were originally created by a library volunteer but have since been updated with continued support by county staff.   Today the volunteers continue to play a vital role as a support structure to the 17 FTE library staff. During FY 2018, approximately 150 volunteers contributed 12,081 service hours (an equivalent of 5.8 full-time employees) assisting staff, participating in fundraising activities and providing general advocacy for the library. Without our volunteer core, it would not be possible to offer the same level of library services to the residents of Flagler County.

Emerging Trends

Before developing a long-range plan, it was essential to think about the entire county including the underserved areas, demographic changes, and any changes as a result of the economic climate. These changes, the economy and how it is affecting the workforce and the future role of public libraries needed to be taken into consideration when identifying key trends. The key trends identified are as follows:

- The population in Flagler County continues to strain the ability of the library system to keep up with demands of the community due to budget constraints and lack of library service development within the county.

- The demographics continue to show a rise in seniors and families in the county, which increases the need for varied services that are accessible to all ages and physical abilities.

- With a growing economy and low unemployment, individuals and families will have little free time for use of the library resulting in the need for services that are fast and convenient.

- Emerging trends including a shrinking labor force and hourly wage growth will have a profound effect on our ability to recruit and retain employees.

- Construction of new homes including "attainable" housing for Flagler County will be focused around Town Center and in the Southern end of the County. Currently almost half of the registered borrowers are located in this portion of the County. This trend is triggering a need for a larger facility in what is considered an underserved area of the County.

- Libraries continue to face increased competition from other organizations, businesses and online services that provide information and reading materials in a world where many people think they can get everything they need on the Internet.

- People expect libraries to be social, cultural and educational places where they can meet and learn.

- There is a growing need for access to educational classes as well as instruction using the computers.

- People expect more technology formats, faster access to books on CD, DVDs, e-books, and more online electronic resources as well as staff that can provide the instruction on use of the new technologies.

- Society places a greater emphasis on public safety, emergency services and due to an aging population, social services. Public library services will continue to struggle for support as an educational institution resulting in a greater emphasis on decreasing the tax burden for library service and finding alternative funding sources.

- Millennial and Generation Z library users have a different way of learning and using libraries. Library staff will have to adapt current practices to attract and retain new users.

Assumptions – The Next Three Years

Assumptions about the future shaped the development of this plan. Most significant about these assumptions is the idea that libraries need to focus on technology, identify emerging trends and other innovation and embrace our future role in society as community centric and educational with a diverse population and varied needs.

1. Libraries are no longer a one size fits all and are changing their roles based on what is going on within the context of their own communities. Libraries are rethinking and changing current practices.

2. Libraries are transforming to a community centric institution for civic engagement, social and entrepreneurial networking, educational classes, and enlightening experiences.

3. Libraries are thinking outside the box about services and breaking away from the traditional perception that libraries are warehouses for books. Libraries are offering meeting space, business incubator space, collaborative style furnishings and marketing products similar to retail and adding specific services as a profit center.

4. Public Libraries are finding new services, such as our passport service, that can also provide alternative funding. This allows libraries to continue serving the community in a more cost effective way and decreasing the tax burden.

5. Technology has reshaped the way in which library services are provided. Libraries need to embrace new technology in order to provide easier and more convenient access to our services.

6. People want libraries to be easy to reach with abundant and convenient parking. The library needs to be centrally located and should be accessible via the web 24/7. Use of Social Media platforms specifically YouTube and Instagram are critical in reaching the Millennials and Generation Z users.

Assessment of Needs

To determine community needs and preferences for library services in Flagler County, the library provided surveys for the community and staff to comment on the future development of the library system. Following is a list of recommendations based on the result of this 2019 survey.

Make Library service more convenient to users
Participants want greater access to the library including Saturday hours at the Bunnell Branch and a larger library in the Southern end of Flagler County.

Grow the Collection
The consensus from the survey indicates a majority of the community would like to see additional copies of bestsellers, e-books, large print, audio books and access to fiction and non-fiction DVDs.

Provide access to a clean, safe and welcoming environment
The public would like to see more parking at Bunnell with better access, quiet reading space and the addition of a café to create a warm and inviting atmosphere.

Improve Technology and Educate users
Today, technology plays a central role in all services the library provides. Users have expressed the need for instruction on various forms of technology and the ability to pay fines and fees without the need for cash. The Bunnell Branch needs comparable technology to provide similar services, such as scanning and faxing.

Address the Needs for All Population Groups
As the demographics change, we see a larger number of families with children but also a larger portion of seniors due to an aging population. As a result, the demand for more classes, workshops and events specifically for the youth and seniors was a major theme again this year in the responses from the surveys.

SWOT Analysis (strengths, weaknesses, opportunities and threats)

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

County and Library Strengths

- Educational and enlightening classes, workshops and experiences that attract new users to the library. Library staff is aware of the needs of this community and plan accordingly.

- The library automation system encourages users to request items via the web, encourages a greater level of interaction with the library and makes for a more efficient and faster service.

- A strong library board, which acts as an advocate for library services.

- County residents and local government that supports the library system.

- Friends group that is an integral part of the library and supports the library system through advocacy and funding.

- Dedicated and competent staff and volunteers.

- Passport service, which not only provides a needed service to the community but also provides an alternative revenue source.

County and System Challenges

- The inability to keep up with changes in technology due to limited funds and staff to use and educate.

- Limited public transportation making it difficult for some to reach the library.

- Library lacks enough user space for provision of services for the current and future projected population.

- Library system is not able to meet the essential level for most Florida Library Standards due to limited funds.

o Our current reciprocal borrowing agreements with St. Johns County and Volusia County does not allow for sharing of online resources creating an undue burden on our budget to provide these resources for Flagler County residents.

o The need for a stronger advocacy effort on behalf of the library.

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

Opportunities	**Threats**
Passport revenue is an alternative source for funding	Public libraries perceived as a luxury limits funding.
People are looking to libraries as centers for public education and community activities.	Library classes and events challenged by insufficient meeting space and staff.
As more families move to the county, there is a new trend on family centered education and experiences.	Libraries lack enough quiet study and reading space.
As the population grows, there is a need to expand library resources and services.	Library has a limited ability to provide more resources and services due to limited staff and funding.
The seniors in the county use the library to meet as a group, access materials and participate in classes and events.	Lack of transportation or other homebound services due to Insufficient funding and staff.
Libraries of the future are more community centric, providing a welcoming atmosphere and a place for social and civic engagement.	A Nationwide Homeless crisis in and around public libraries is offensive to many residents and deterring use.
A more stable funding source for libraries could be available through establishment of a dedicated millage.	County government and residents may be reluctant to establish a dedicated tax for libraries.

Locate and apply for additional grants as funding sources.	Due to reductions in federal and state programs, many grants may disappear.
There are opportunities through new technology and interactive spaces to make it "cool" to come to the library.	Gen X believes that libraries are irrelevant to their lives and will soon disappear.
Social media is a tool for outreach, building relationships and connecting with Millennials and Gen Z.	Limits placed on use of social media reduces our ability to market to the youth.

Vision and Mission Statements

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

Vision Statement:
Flagler County Public Library is a platform on which the community can interact, create and learn.

Mission Statement:
Flagler County Public Library provides a welcoming environment that encourages self-directed education; civic engagement; and instructive and enlightening experiences.

Flagler County Public Library System Roles

Role: Independent Education Center

Description: Customers can pursue self-determined and self-paced study on various subjects through use of library collections, resources and services. The library supports an educated, self-reliant and productive citizenry.

Role: Formal Education Support Center

Description: The Library research and instruction staff assists all users in meeting educational objectives through a varied curriculum of services, resources, classes and workshops.

Role: Stimulate Imagination

Description: Library collections, resources and classes provide a curriculum to excite the imagination featuring high demand, high interest materials for all ages.

Role: Engaging and Enlightening Experiences

Description: Through use of cultural and community center concepts, events and partnerships the library will provide a comfortable place to visit, enlightening experiences to participate in and an engaging and skilled staff to assist and instruct.

Goals, Objectives & Activities

Independent Education Center

Goal: Customers can pursue self-determined and self-paced study on various subjects through use of library collections, resources and services. The library supports an educated, self-reliant and productive citizenry.

> **Strategy 1.1** The libraries will provide up-to-date, accurate print and electronic resources, access to online informational resources, and expert assistance in using all those resources that enable users to answer any questions on a wide array of topics.

> > *Each year, weed and maintain all collections as necessary to ensure up-to-date materials are available as they are processed.*

> > *Each year, evaluate online resources and determine if they are meeting the needs of the customers.*

> > *The library will continue to provide in-house, telephone and e-mail research services.*

> > *Annually evaluate periodical/journal usage and adjust subscription service accordingly.*

> > *Continue to work with the Genealogy Society of Flagler County to improve and enhance the genealogy materials and to provide classes on the digital resources available through the Flagler County Public Library for genealogical research.*

> **Strategy 1.2:** Ensure timely and efficient acquisition, cataloging, and physical processing of library materials to ensure a quality curriculum.

> > *Evaluate cataloging and processing procedures and revise as necessary to improve workflow efficiency.*

> > *Continue to utilize the RDA toolkit program to implement RDA cataloging standards.*

> > *Train additional library staff on cataloging workflows to expedite the processing of materials.*

Review the need for reference material in print format and begin the process of reducing the collection and replacing with digital access to this information.

Evaluate cost effective bibliographic record services for replacement of the previously, state funded OCLC service.

On a continuing basis, correct existing bibliographic records, correct technical errors and add access points as necessary.

Strategy 1.3: Flagler County Public Library will improve access to the digital world, maintain, update and promote a website that offers information about resources, services, classes, workshops and events for all residents.

Collaborate with the County Innovative Technology Department to ensure all computer hardware, software and peripheral technology is working efficiently and effectively and in line with the replacement procedures of the county.

The web site will be evaluated and modified as necessary in order to ensure patrons are able to find the information needed during virtual visits just as they would during an in-person visit to the library.

Web pages will be updated as needed to provide the most current information.

Add information about upcoming events, classes and workshops to the newly created library Facebook page.
Pursue access to additional social media venues, such as YouTube and Instagram, for library information in order to connect with our digital natives, Generation Z.

Continue to explore the possibility of adding a more robust calendar with features that would create a platform to manage and promote our events in a variety of categories including location and type of event.

Formal Education Support Center

Goal 2: The Library research and instruction staff assists all users in meeting educational objectives through a varied curriculum of services, resources, classes and workshops.

Strategy 2.1: The library will provide classes, workshops, services and resources to support all ages to improve literacy skills.

Every "Childrens Story-time Class" for infants, toddlers and preschoolers will include early literacy components.

Children's Department will provide a monthly evening "Family Story-time Class" to ensure classes are accessible to the working family.

Children's Librarian will continue to work with the Homeschooling parents to provide the educational classes and resources needed.

Continue to expand collection of "easiest" Easy Reader books.

Continue purchasing summer reading material for children & teens.

Research staff will provide no-fee basic computer instruction and other technology related classes.

Provide literacy classes for seniors and collaborate with the County Senior Services Department and other local organizations such as Elder Source.

Library will search for other funding opportunities for materials related to literacy.

Strategy 2.2: The library will provide communication, cooperation and interaction with a variety of community agencies, to help provide for the education, enrichment and well-being of all ages.

Continue to expand collection of early learning materials (alphabet, numbers, shapes, colors)

Create "What your library can do for you" brochure for Homeschooling parents.

Children's instructional staff will work with Homeschool Co-operatives to schedule library classes for students.

Staff will collaborate with the local schools to ensure the collection and programs will support the curriculum and the needs of the students.

Staff will contact local agencies to establish needed classes in promoting literacy for all ages. To include day care, early learning centers, youth centers, and the local senior center.

Children's and Teen staff will provide STEM related classes and workshops, to include coding and robotics.

Staff will continue to collaborate with the Flagler Humane Society to provide monthly PAWS to Read classes for beginning readers.

Continue collaborating with the Flagler County Extension Master Gardeners to provide monthly plant clinics.

Continue collaborating with various local organizations to provide educational and informational events to the community (e.g. Constitution Day partnership with the Sons of the American Revolution).

Stimulate Imagination

Goal 3: Library collections, resources and classes provide a curriculum to excite the imagination featuring high demand, high interest materials for all ages.

Strategy 3.1: The library will provide access to materials that stimulate thinking, satisfy curiosity, excite imagination and encourage literacy and learning.

Continue to expand e-book collection and pursue other digital products such as streaming media.

Weed the collection as necessary.

Continue to review the Automatically Yours Program with current vendor and change quantities based on customer demand as budget allows.

Maintain the un-cataloged "browsing" paperback collection.

Strategy 3.2: The library will provide quality classes, workshops and events that excite imagination and educate the public.

Annually work with the Friends of the Library and provide staff support for preparation and presentation of workshops and events sponsored by The Friends.

Annually work with the Friends of the Library to provide Flagler Reads Together and other special events of interest to the community.

Collaborate with community organizations to present classes, workshops and services as appropriate and available.

Provide a monthly theme based "Block Party" in which children and adults work creatively together with Lego or other compatible interlocking plastic bricks.

Children's staff will provide a monthly movie matinee to encourage family time and stimulate imagination.

The Young Adult Coordinator in collaboration with the Teen Advisory Board will pursue new ideas for workshops, clubs and other events that are creative and engaging.

Engaging and Enlightening Experiences

Goal 4: Through use of cultural and community center concepts, events and partnerships the library will provide a comfortable place to visit, enlightening experiences to participate in and an engaging and skilled staff to assist and instruct.

Strategy 4.1: Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

In coordination with the county General Services Department, continue an on-going maintenance program to ensure the facilities are clean and all inspections are up to date. .

Monitor ongoing grounds maintenance service to ensure proper appearance of the library property.

In coordination with the Risk Manager, evaluate on an on-going basis to ensure compliance with county safety regulations.

Per the Flagler County Capital Projects Plan, update and remodel the public restrooms in the library in Palm Coast.

Utilizing funding provided by the Friends of the Library, create a larger space for the Teens by combining a storage closet and four study rooms. Glass enclose the current Teen spot and create one large quiet reading/study room.

Using funds from the Friends of the Library, passport revenue or grants, remodel the lobby of the library in Palm Coast to create a more welcoming and engaging environment.

Using passport revenue, begin design phase in 2020 of the new Administrative Headquarters and Bunnell Branch.
Utilize a "pop-up" library device in a remote location for virtual use of popular e-book content by residents with or without a library card. This will market and promote use of the public library and its resources.

Strategy 4.2: Provide a more efficient and effective organizational structure and quality customer service to ensure positive and enjoyable library visits.

Annually conduct at least four general meetings per year with all staff.

Annually conduct monthly scheduled management meetings with appropriate staff.

Use e-mail and memos to inform staff and volunteers of upcoming programs and changes in policies and procedures.

Annually evaluate work processes and implement any changes that will result in streamlined processes and/or improved services.

Annually set priorities based on annual goals and objectives.

Develop and implement training materials to assist staff and volunteers to acquire sound knowledge of assigned tasks.

Provide for on-going training in day-to-day operations of the library and reinforcing that this is a customer driven organization.

Provide for attendance at and or Webinar training offered by Northeast Florida Library Network (NEFLIN) and other organizations to enhance job performance.

Annually recognize volunteers for number of service hours performed.

Plan Implementation and Evaluation

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

The success of the **Long Range Service Plan** will be judged based on the ability of the library to implement goals and strategies as outlined in this document. Staff will monitor the plan to determine progress and evaluate successful outcomes. Tools used in determining success include, but are not limited to monthly statistics and surveys.

This planning process has emphasized the fact that Flagler County Public Library continues to lag behind other library systems in the State of Florida for expansion of facilities, classes and resources. Due to past unprecedented growth in population and then the economic downturn deflating our financial resources, Flagler County Public Library does not have enough staff members, materials, classes/workshops, services and facilities to meet an increasing service demand by the Flagler County community. A declining State Aid and lack of funds appropriated by the Legislature for other State programs, has further restrained our ability to achieve suggested standards to meet the needs of our community. However, with a recovering economy, low unemployment, increase in tax revenue and help from our passport service,the Flagler County Public Library is preparing to add a much larger facility in the Southern end of Flagler County and within budget constraints additional resources, services and staff. The library will continue to search for and utilize alternative sources of revenue such as passport funds and other funds generated from library staff fee-driven services, grants or the Friends of the Library.

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