

RESOLUTION 2013 - 209

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY, FLORIDA, APPROVING THE TERMS, PROVISIONS, AND REQUIREMENTS OF A STATE OF FLORIDA STATE AID TO LIBRARIES GRANT APPLICATION AND GRANT AGREEMENT, AND AUTHORIZING THE CHAIRPERSON OF THE BOARD OF COUNTY COMMISSIONERS TO EXECUTE THE AGREEMENT ON BEHALF OF THE COUNTY.

WHEREAS, the St. Johns County Board of Commissioners, on behalf of the St. Johns County Public Library System has applied for and will receive a State of Florida Aid to Libraries Grant; and

WHEREAS, the State Grant funds will assist St. Johns County in providing library and multimedia resources to the residents of St. Johns County; and

WHEREAS, the St. Johns County Public Library System strives to provide the highest quality programs and services to the citizens of St. Johns County, as outlined in its Long-Range Plan 2014-2016; and

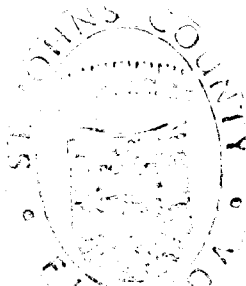
WHEREAS, the County has reviewed the terms, provisions, conditions, and requirements of the State of Florida State Aide to Libraries Grant Agreement; and

WHEREAS, the County has determined that accepting the terms of the agreement, and entering into said Agreement will serve the interest of the County.

NOW THEREFORE, BE IT RESOLVED by the Board of County Commissioners of St. Johns County, Florida, that:

1. The above recitals are hereby incorporated into the body of this Resolution, and are adopted as Finding of Fact.
2. The Board of County Commissioners hereby approves the terms, provisions, conditions, and requirements of the Long-Range Plan 2014-2016 and the State of Florida State Aid to Libraries Grant Agreement, and authorizes the Chairperson of the Board of County Commissioners of St. Johns County to execute the Agreement on behalf of the County.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, State of Florida, this 17th day of September, 2013.



**BOARD OF COUNTY COMMISSIONERS
OF ST. JOHNS COUNTY, FLORIDA**

By: _____

[Handwritten Signature]
John H. Morris, Chairman

ATTEST: Cheryl Strickland, Clerk

By: *[Handwritten Signature]*
Deputy Clerk

St. Johns County Public Library System Long-Range Plan FY2014 - FY2016

Mission Statement

Connect, Learn, Enjoy @Your Library

Methodology

This three year plan was prepared by the Long Range Planning Committee, with input from library staff and the Library Advisory Board. Demographic data for St. Johns County was also collected.

The planning process had two phases. The first phase included three meetings held in December 2012, facilitated by Sandra Newell, the library administration consultant with the Division of Library and Information Services at the State Library of Florida. She met with the Library Advisory Board, the Management Team, and the full staff in three separate meetings to answer the following questions:

1. What services and library programs are used often and/or are most appreciated?
2. What opportunities could library staff take advantage of to benefit the community?
3. What changes could be made, and what training may be needed, to implement the new plan?

All groups consistently mentioned the popularity of the following services:

- Meeting rooms
- Staff answering information questions
- Customers using computers and new technologies
- Quality customer service provided by staff
- Well-attended programs
- Value of volunteers

In phase two of the planning process, the Committee developed a community survey. The survey was conducted over six months during 2013 and all quantifiable survey results were analyzed using a statistical program. Comments were entered into a spreadsheet and looked at separately. The Long Range Planning Committee reviewed the results and a draft plan was prepared by the Library Director based upon those discussions.

A review of the input gathered above revealed that the following areas need emphasis in the new plan:

- I. Technology**
- II. Facilities**
- III. Collections**
- IV. Marketing**
- V. Staffing**
- VI. Youth Services**
- VII. Sustainability**

Specific benchmarks and statistics will be included in the respective Annual Plans of Service for each year of this Long Range Plan.

Florida Department of State, Division of Library and Information Services
STATE AID TO LIBRARIES GRANT AGREEMENT

The Applicant (GRANTEE) St. Johns County Board of County Commissioners
(Name of library governing body)

Governing body for St. Johns County Public Library System
(Name of library)

hereby makes application and certifies eligibility for receipt of grants authorized under Section 257, *Florida Statutes*, and guidelines for the State Aid to Libraries Grant Program.

The Division, as administrator of state funds provided under Section 257, *Florida Statutes*, has approved an application for State Aid to Libraries Grant funds submitted by the GRANTEE. By reference, the application is hereby made a part of this agreement.

Grant Purpose. This grant shall be based upon the following scope of work during Fiscal Year 2013-2014:

The single library administrative unit, as an eligible political subdivision under 257.17 *Florida Statutes*, is responsible for managing or coordinating free library service to the residents of its legal service area. The library shall:

1. Have a single administrative head employed full time by the library's governing body;
2. Provide free library service, including loaning library materials available for circulation free of charge, and providing reference and information services free of charge;
3. Provide access to materials, information and services for all residents of the area served; and
4. Have at least one library, branch library or member library operated by the library's governing body open 40 hours or more each week.

The parties agree as follows:

I. The GRANTEE agrees to:

a. Provide the following as grant deliverables:

1. For payment number one:

- i. The amount of local funds expended during the second preceding local fiscal year for the operation and maintenance of the library and certification that the expenditures were for the operation and maintenance of the library.

2. For payment number two:

- i. A copy of the annual audit that was done in accordance with the requirements of Section 215.97, *Florida Statutes*, Chapter 10.550, *Rules of the Auditor General*, and generally accepted accounting principles.

b. Expend all grant funds awarded and perform all acts in connection with this agreement in full compliance with the terms and conditions of Chapter 257, *Florida Statutes*, and guidelines for the State Aid to Libraries Grant Program.

- c. Expend all grant funds received under this agreement solely for the purposes for which they were authorized and appropriated.
- d. Provide the DIVISION with statistical, narrative, financial and other evaluative reports as requested.
- e. Retain and make available to the DIVISION, upon request, all financial and programmatic records, supporting documents, statistical records, and other records for the project.
- f. Retain all records for a period of five years from the date of submission of the final project report. If any litigation, claim, negotiation, audit, or other action involving the records has been started before the expiration of the five year period, the records shall be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular five-year period, whichever is later.
- g. Establish and maintain a proper accounting system in accordance with generally accepted accounting procedures. To use and maintain adequate fiscal authority, control, and accounting procedures that will ensure proper disbursement of, and accounting for, project funds.
- h. Perform all acts in connection with this agreement in strict conformity with all applicable laws and regulations of the State of Florida.
- i. Not use any grant funds for lobbying the legislature, the judicial branch, or any state agency.
- j. Hereby certify that it is cognizant of the prohibition of conflicts of interest described in Sections 112.311 through 112.326, Florida Statutes, and affirms that it will not enter into or maintain a business or other relationship with any employee of the Department of State that would violate those provisions. The GRANTEE further agrees to seek authorization from the General Counsel for the Department of State prior to entering into any business or other relationship with a Department of State employee to avoid a potential violation of those statutes.
- k. Not discriminate against any employee employed in the performance of this agreement, or against any applicant for employment because of race, color, religion, gender, national origin, age, handicap, or marital status. The GRANTEE shall insert a similar provision in all subcontracts for services by this agreement.
- l. In the event that the grantee expends a total amount of state financial assistance equal to or in excess of \$500,000 in any fiscal year of such GRANTEE, the grantee must have a State single or project-specific audit for such fiscal year in accordance with Section 215.97, Florida Statutes; applicable rules of the Department of Financial Services; and Chapters 10.550 (local governmental entities) or 10.650 (nonprofit and for-profit organizations), *Rules of the Auditor General*. In determining the state financial assistance expended in its fiscal year, the GRANTEE shall consider all sources of state financial assistance, including state financial assistance received from the Department of State, other state agencies, and other nonstate entities. State financial assistance does not include federal direct or pass-through awards and resources received by a nonstate entity for federal program matching requirements.

In connection with the audit requirements addressed in part k, paragraph 1, the GRANTEE shall ensure that the audit complies with the requirements of Section 215.97(8), *Florida Statutes*. This includes submission of a financial reporting package as defined by Section 215.97(2)(e), *Florida Statutes*, and Chapters 10.550 (local governmental entities) or 10.650 (nonprofit and for-profit organizations), *Rules of the Auditor General*.

If the GRANTEE expends less than \$500,000 in state financial assistance in its fiscal year, an audit conducted in accordance with the provisions of Section 215.97, *Florida Statutes*, is not required. In the event that the GRANTEE expends less than \$500,000 in state financial assistance in its fiscal year and elects to have an audit conducted in accordance with the provisions of Section 215.97, *Florida Statutes*, the cost of the audit must be paid from the nonstate entity's resources (i.e., the cost of such an audit must be paid from the grantee's resources obtained from other than State entities).

Information related to the requirements of Section 215.97, *Florida Statutes*, (the Florida Single Audit Act) and related documents may be found at <https://apps.fldfs.com/fsaa>.

Copies of financial reporting packages required by this agreement shall be submitted by or on behalf of the GRANTEE directly to each of the following:

1. The Department of State at the following addresses:

Office of Inspector General
Florida Department of State
R. A. Gray Building, Room 114A
500 South Bronough Street
Tallahassee, Florida 32399-0250

2. The Auditor General's Office at the following address:

Auditor General's Office
Room 401, Pepper Building
111 West Madison Street
Tallahassee, Florida 32399-1450

- m. Identify an individual or position with the authority to make minor modifications to the application, if necessary, prior to execution of the agreement.

II. The DIVISION agrees:

- a. To provide a grant in accordance with the terms of this agreement in consideration of the GRANTEE's performance hereinunder, and contingent upon funding by the Legislature. The State of Florida's performance and obligation to pay under this agreement is contingent upon an annual appropriation by the Legislature. In the event that the state funds on which this agreement is dependent are withdrawn, this agreement is terminated and the state has no further liability to the GRANTEE beyond that already incurred by the termination date. In the event of a state revenue shortfall, the total grant may be reduced accordingly.

- b. To notify the grantee of the grant award after review and approval of required documents. The grant amount shall be calculated in accordance with Chapter 257, *Florida Statutes*, and guidelines for the State Aid to Libraries Grant Program.
- c. To distribute grant funds in two payments. The first payment will be requested by the DIVISION from the Chief Financial Officer upon execution of the agreement. The remaining payment will be made by June 30.
- d. That any balance of unobligated cash that has been paid to the grantee may be retained for direct program costs in a subsequent period.

III. The GRANTEE and the DIVISION mutually agree that:

- a. This instrument embodies the whole agreement of the parties. There are no provisions, terms, conditions, or obligations other than those contained herein; and this agreement shall supersede all previous communications, representation, or agreements either verbal or written, between the parties. No amendment shall be effective unless reduced in writing and signed by the parties.
- b. The agreement is executed and entered into in the State of Florida, and shall be construed, performed, and enforced in all respects in accordance with the laws and rules of the State of Florida. Each party shall perform its obligations hereunder in accordance with the terms and conditions of this agreement. If any matter arising out of this Agreement becomes the subject of litigation, venue shall be in Leon County.
- c. If any term or provision of the agreement is found to be illegal and unenforceable, the remainder of the agreement shall remain in full force and effect and such term or provision shall be deemed stricken.
- d. No delay or omission to exercise any right, power, or remedy accruing to either party upon breach or default by either party under this Agreement shall impair any such right, power, or remedy of either party; nor shall such delay or omission be construed as a waiver of any such breach or default, or any similar breach or default.
- e. This agreement shall be terminated by the DIVISION because of failure of the GRANTEE to fulfill its obligations under the agreement in a timely and satisfactory manner unless the GRANTEE demonstrates good cause as to why it cannot fulfill its obligations. Satisfaction of obligations by GRANTEE shall be determined by the DIVISION, based on the terms and conditions imposed on the GRANTEE in paragraphs I and III of this agreement and guidelines for the State Aid to Libraries Grant Program. The DIVISION shall provide GRANTEE a written notice of default letter. GRANTEE shall have 15 calendar days to cure the default. If the default is not cured by GRANTEE within the stated period, the DIVISION shall terminate this agreement, unless the GRANTEE demonstrates good cause as to why it cannot cure the default within the prescribed time period. For purposes of this agreement, "good cause" is defined as circumstances beyond the GRANTEE's control. Notice shall be sufficient if it is delivered to the party personally or mailed to its specified address. In the event of termination of this agreement, the GRANTEE will be compensated for any work satisfactorily completed prior to notification of termination, if equitable.

- f. The DIVISION shall unilaterally cancel this agreement in the event that the GRANTEE refuses to allow public access to all documents or other materials made or received in regard to this agreement that are subject to the provisions of Chapter 119, *Florida Statutes*. GRANTEE agrees to immediately contact the DIVISION for assistance in the event that it receives a public records request related to this agreement or the grant the it awards.
- g. The DIVISION shall not be liable to pay attorney fees, interest, late charges and service fees, or cost of collection related to the grant.
- h. The DIVISION shall not assume any liability for the acts, omissions to act or negligence of the GRANTEE, its agents, servants, or employees; nor shall the GRANTEE exclude liability for its own acts, omissions to act, or negligence to the DIVISION. In addition, the GRANTEE hereby agrees to be responsible for any injury or property damage resulting from any activities conducted by the GRANTEE.
- i. The GRANTEE, other than a GRANTEE which is the State or agency or subdivision of the State, agrees to indemnify and hold the DIVISION harmless from and against any and all claims or demands for damages of any nature, including but not limited to personal injury, death, or damage to property, arising out of any activities performed under this agreement and shall investigate all claims at its own expense.
- j. The GRANTEE shall be responsible for all work performed and all expenses incurred in connection with the project. The GRANTEE may subcontract as necessary to perform the services set forth in this agreement, including entering into subcontracts with vendors for services and commodities, provided that such subcontract has been approved by the DIVISION, such approval not to be unreasonably withheld, and provided that it is understood by the GRANTEE that the DIVISION shall not be liable to the subcontractor for any expenses or liabilities incurred under the subcontract and that the GRANTEE shall be solely liable to the subcontractor for all expenses and liabilities incurred under the subcontract.
- k. Neither the State nor any agency or subdivision of the State waives any defense of sovereign immunity, or increases the limits of its liability, upon entering into a contractual relationship.
- l. The GRANTEE, its officers, agents, and employees, in performance of this agreement, shall act in the capacity of an independent contractor and not as an officer, employee or agent of the DIVISION. Under this agreement, GRANTEE is not entitled to accrue any benefits of state employment, including retirement benefits, and any other rights or privileges connected with employment in the State Career Service. GRANTEE agrees to take such steps as may be necessary to ensure that each subcontractor of the GRANTEE will be deemed to be an independent contractor and will not be considered or permitted to be an agent, servant, joint venturer, or partner of the DIVISION.

- m. The GRANTEE shall not assign, sublicense, nor otherwise transfer its rights, duties, or obligations under this agreement without the prior written consent of the DIVISION, whose consent shall not unreasonably be withheld. The agreement transferee must demonstrate compliance with the requirements of the program. If the DIVISION approves a transfer of the GRANTEE's obligations, the GRANTEE remains responsible for all work performed and all expenses incurred in connection with the Agreement. In the event the Legislature transfers the rights, duties, or obligations of the Department to another governmental entity pursuant to Section 20.06, *Florida Statutes*, or otherwise, the rights, duties, and obligations under this agreement shall also be transferred to the successor government entity as if it were an original party to the agreement.
- n. This agreement shall bind the successors, assigns, and legal representatives of the GRANTEE and of any legal entity that succeeds to the obligation of the DIVISION.
- o. The State of Florida's performance and obligation to pay under this agreement is contingent upon an annual appropriation by the legislature. In the event that the state funds on which this agreement is dependent are withdrawn, this agreement is terminated and the DIVISION has no further liability to the GRANTEE beyond that already incurred by the termination date. In the event of a state revenue shortfall, the total grant shall be reduced in accordance with Section 257.21, *Florida Statutes*.
- p. If the GRANTEE is in noncompliance with any term(s) of this grant agreement or any other grant agreement with the Division of Library and Information Services, the Division of Historical Resources or the Division of Cultural Affairs, the Division may withhold grant payments until the GRANTEE comes into compliance. Violation of a grant program requirement, including but not limited to failure to submit grant reports and other grant documents; submission of incomplete grant reports or other grant documents; or violation of other grant agreement requirements; shall constitute a basis for the Division to place the GRANTEE in noncompliance status with the Department of State.
- q. The Division shall apply the following financial consequences for failure to perform the duties / tasks required in the scope of work. Should the library fail to provide free library service to the public or be open fewer than 40 hours per week, it will no longer be eligible to receive State Aid Libraries grant funding, and its funding will be reduced to \$0.
- r. Unless there is a change of address, any notice required by this agreement shall be delivered to the Division of Library and Information Services, 500 South Bronough Street, Tallahassee, Florida 32399-0250, for the State and, for the GRANTEE, to its single library administrative unit. In the event of a change of address, it is the obligation of the moving party to notify the other party in writing of the change of address.

IV. The term of this agreement will commence on the date of execution of the grant agreement.

THE APPLICANT/GRANTEE

Chair of Governing Body or
Chief Executive Officer

Typed Name

Date

Clerk or Chief Financial Officer

Typed Name and Title of Official

Date

THE DIVISION

Florida Department of State
Division of Library and Information Services

Typed Name

Date

Division Witness

Division Witness

Goals and Objectives

I. Technology

Goal 1: Provide trained staff to address patron and library technology needs as they relate to library services.

Measures to be Collected:

- Number of staff receiving 3 or more hours of technology training annually
- Number of staff receiving 3 or more hours of information literacy training annually

Activities:

- Continue to monitor staff technology competencies.
- Provide training to staff as needed.
- Encourage staff to attend technology-related conferences and meetings.
- Adjust staffing as needed to ensure patrons receive technical assistance in a timely manner through staff or online training.
- Maintain memberships in organizations related to library technology, such as LYRASIS, OCLC, NEFLIN, and the SirsiDynix Users Group.

Goal 2: Provide relevant electronic resources (content and delivery) to the public.

Measures to be Collected:

- Number of circulations of downloadable titles
- Number of database uses
- Number of downloadable titles purchased
- Number of items digitized
- Number of hits to library website from mobile devices

Activities:

- Evaluate, maintain, add, and remove electronic database subscription services as suited for public use and as library budgets allow.
- Expand digitization of genealogy and local history resources for preservation and for online public access.
- Monitor usage of digital downloads and adjust services accordingly and as library budgets allow.
- Ensure the library system's website and electronic resources are accessible on personal mobile devices.
- Follow trends in the use of e-readers and digital devices, monitor usage of library's devices, and adjust services accordingly and as budget allows.

Goal 3: Improve the quality of the library system's website and enhance the online public access catalog.

Measures to be Collected:

- Number of, and usage statistics for, library website and database resources
- Number of persons accessing library online catalog remotely

- Number of multimedia presentations added to website

Activities:

- Maintain and upgrade the library's ILS as needed.
- Conduct usability testing of library website.
- Add multimedia to library website, such as interactive guides and tutorials, and program videos.
- Implement and maintain ADA website accessibility according to latest standards.
- Streamline library website to meet current web design standards, such as eliminating extraneous text and utilizing more interactive web features.
- Migrate bibliographic records to new RDA (Resource Description & Access) standards.

Goal 4: Stay abreast of new technology innovation and ways to implement them into library services.

Measures to be Collected:

- Number of staff attending new technology training
- Annual increase in use of online self-service features
- Number of online electronic payments made

Activities:

- Monitor the development of RFID technology and its implementation in the library, e.g., self-checkout services.
- Educate and encourage patrons to use self-service features, such as item renewals, placing/cancelling item requests, preferred searches, Library ELF, online electronic payments, etc.
- Monitor the floating collection feature on ILS and make suitable revisions to the program as necessary.
- Monitor changes in the ILS market and use of open source ILS systems, such as Evergreen and Koha.
- Follow trends in the use of open source and alternative software applications, with an emphasis on public use.

Goal 5: Increase the use of digital resources and classes.

Measures to be Collected:

- Number of, and usage statistics for, public computers available
- Number of database uses
- Number of circulations of downloadable titles
- Number of persons attending technology classes
- Number of classes/workshops conducted
- Number of digital devices circulated

Activities:

- Create a new campaign promoting digital resources and classes.

- Offer classes on digital devices and digital information needs, including e-readers and online searching instruction.
- Continue to provide technology classes to the public and revise as needed.
- Design and implement a digital device checkout program using donated devices.

II. Facilities

Goal 1: Maintain an environment that is safe and welcoming for library patrons and staff.

Measures to be Collected:

- Number and capacity of library meeting rooms available to the public
- Number of people visiting the libraries annually
- Number of people visiting the libraries during winter season, i.e., January-March annually
- Number and frequency of groups using library meeting rooms
- Number of staff trained in sign language
- Number of work orders submitted to Facilities Maintenance
- Number of public comments/complaints about library facilities

Activities:

- Create and maintain sufficient spaces for community groups to meet.
- Continue to explore ways to make the library facilities safe and secure for both staff and patrons, through technology and planning.
- Explore ways of rearranging areas of the libraries to better meet the competing needs for use.
- Emphasize customer service throughout the library system, both at traditional service desks and by expanding library staffing into currently understaffed areas.
- Increase signage and other finding aids for patrons.
- Maintain communication with County Administration and the BCC regarding the library system's long and short term capital needs.
- Train at least one staff member at each public service desk in sign language.
- Improve/repair public restrooms at the Main Library.
- Explore options and costs for relocation of Hastings Branch Library.

Goal 2: Replace bookmobiles.

Measures to be Collected:

- Number of days vehicles are out of service
- Increase in funding expended on vehicle repairs/maintenance

Activities:

- Explore options and costs for new vs. "gently used", ADA-compliant bookmobiles.
- Explore alternate or supplementary funding sources.

III. Collections

Goal 1: Continue to establish and maintain a collection of books and materials, in a variety of formats, to meet the educational, informational, and recreational needs of the community.

Measures to be Collected:

- Number of deposit collections circulated
- Number of materials borrowed
- Number of materials added

Activities:

- Continue to explore cooperative contracts with vendors for new products, such as downloadable audio, video, and language programs.
- Monitor changes in demographics and usage statistics in order to provide access to materials that meet the needs of all members of the community.
- Maintain book repair and re-binding programs for materials that are vital to the collection and cannot be replaced.

Goal 2: Ensure that the library system has a rich collection of diverse materials.

Measures to be Collected:

- Annual increase in total library circulation statistics
- Lowest circulating collection will increase based on annual evaluation

Activities:

- Each branch will weed a minimum of 1% of their collection annually, based upon circulation reports and MUSTIE standards.
- The library collection selectors will perform annual collection analyses to determine circulation and/or use of the various collections.
- Improve outreach collections.

Goal 3: The library system will promote the joy of reading in order to enrich lives, expand horizons, and foster imagination.

Measures to be Collected:

- The circulation of fiction in all formats will increase by 1% annually
- The circulation of non-fiction in all formats will increase by .5% annually

Activities:

- The library system will sponsor St. Johns Reads annually.
- The library system will publish 10 print/online lists of materials to stimulate imagination.
- The library system will explore using multimedia formats such as podcasts and videocasts to promote collections.
- The library system will train staff in promoting library materials through the use of retail techniques.
- The library system will offer book discussions outside the library.
- The library system will feature new materials and programs on the library website and social networks.
- The library system will support, and actively promote, the Florida Heritage Book Festival.

IV. Marketing

Goal 1: Expand the role of social networking in marketing.

Measures to be Collected:

- Number of social network followers
- Number of persons registering for digital newsletters
- Number of agencies linking to the library system website
- Number of hits on the library system annual report link on library website
- Number of persons registering for text messaging communications

Activities:

- Investigate publishing an e-newsletter.
- Develop and distribute the library system annual report as an e-resource.
- Investigate text messaging options for communications.

Goal 2: Develop an awareness campaign to make more people aware of all the services offered by the library system.

Measures to be Collected:

- Number of community programs presented (at non-library locations)
- Number of persons attending community programs (at non-library locations)
- Number of FOL programs presented
- Number of persons attending FOL programs

Activities:

- Provide presentations to inform the community about library resources and programs.
- Investigate using radio more in library marketing, including regular library programming.
- Send news releases to local media about materials and programs; invite reporters in to learn about library resources and services.
- Investigate having a regular library column in the local newspaper(s).
- Investigate interactive displays to promote library events and services.

V. Staffing

Goal 1: Address the competency training needs of the library staff.

Measures to be Collected:

- Number of staff receiving training
- Number of hours of staff training received

Activities:

- Implement SJCPLS' Core Competencies.
- Assess staff duties to ensure they cover new demands.
- Continue to monitor staff competency needs.
- Provide training for staff as needed.
- Encourage staff to attend conferences and meetings.

- Encourage librarians to participate in St. Johns Leadership Academy and Sunshine State Library Leadership Institute programs.

Goal 2: Continue to improve the quality of customer service at SJCPLS.

Measures to be Collected:

- Number of community responses to library surveys
- Number of comment cards submitted

Activities:

- Continue to collect feedback from patrons to gauge success of customer service.
- Identify procedures, policies, etc. that can be modified to be more customer friendly.
- Explore ways that staff can be empowered to act on behalf of patrons.
- Continue to reward good customer service and correct poor customer service.

Goal 3: Consider organizational changes that improve efficiency and enhance library services and delivery.

Measures to be Collected:

- Number of processes analyzed annually
- Number of processes revised annually

Activities:

- Continue to analyze processes and implement LEAN strategies as needed throughout the library system.

Goal 4: Identify and create new staff positions relevant to the growth of the library system.

Measures to be Collected:

- Number of new volunteers recruited and trained
- Number of new staff positions created
- Number of staff promoted into higher classifications

Activities:

- Explore the use of rotating/floating staff during peak service periods.
- Expand the opportunities for, and the use of, staff and volunteers throughout the library system.
- Continue providing internal opportunities for professional growth and promotion.

VI. Youth Services

Goal 1: Preschool children will have programs and services designed to enhance reading, writing, and listening skills.

Measures to be Collected:

- Number of preschool materials borrowed or added
- Number of preschool programs presented in the library

- Number of preschool programs presented in non-library locations
- Number of preschoolers attending programs
- Number of deposit collections circulated
- Number of, and usage statistics for, electronic resources designated for children's literacy, e.g., ELS stations, children's databases, iPads used in storytime, etc.

Activities:

- Continue to present regularly scheduled preschool story programs.
- Continue to sponsor the Born to Read program at Ponte Vedra Branch.
- Increase outreach to under-served children.
- Provide computers, with appropriate programs, and other electronic resources for preschool children.
- Provide access to online e-books for preschool children.

Goal 2: The library will promote the joy of reading in order to enrich lives, expand horizons, and foster imagination among school-aged children.

Measures to be Collected:

- Number of programs offered for school-aged children in the library
- Number of programs offered for school-aged children in non-library locations
- Number of deposit collections circulated
- Number of children attending library/outreach programs
- Number of juvenile materials borrowed or added
- Number of staff presentations to preschools, daycares, community organizations, etc.

Activities:

- Conduct a summer reading program for school-aged children as coordinated by the State Library of Florida each year.
- Provide monthly programs for school-aged children and their families.
- Provide reader's advisory services for school-aged children.
- Present story programs in non-library locations.
- Produce online media for parents and caregivers.

VII. Sustainability

Goal 1: Establish and maintain partnerships with community organizations.

Measures to be Collected:

- Number of formal partnerships developed and sustained
- Number of SJC departmental relationships developed and sustained

Activities:

- Cooperate with other libraries, government entities, community groups, and businesses to share resources and provide programming to our patrons.
- Maintain the alignment of the Friends' efforts with the libraries' needs.

- Maintain a strong, well-informed Library Advisory Board that makes decisive recommendations in accordance with its oversight role within the Library-BCC structure.
- Cultivate advocacy roles for both LAB and FOL memberships on behalf of the library community.

Goal 2: Actively seek supplemental sources of revenue.

Measures to be Collected:

- Number of grants written
- Number of grants awarded
- Number of new FOL memberships received
- Increase in annual donations received due to online electronic payment options

Activities:

- Investigate the development of a library system Foundation.
- Develop a campaign and promote planned giving.
- Utilize marketing capabilities to promote the benefits of supplemental library funding to businesses, agencies, organizations, and individuals.
- Provide online electronic payment options for accepting donations.
- Actively promote the individual FOL organizations, the Friends of the Florida Heritage Book Festival, and the benefits of membership in both.