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.

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.