



alachua county library district

*...thinking outside the book*

# Long Range Facilities & Service Plan Fiscal Years 2010-2015

*Adopted by the ACLD Board of Trustees on  
February 25, 2010*

*Adopted by the ACLD Governing Board on  
March 11, 2010*

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**FISCAL YEAR 2009-2010**

**GOVERNING BOARD**

Mike Byerly, Chair  
Alachua County Commissioner

Eileen F. Roy, Vice Chair  
School Board of Alachua County

Cynthia Moore Chestnut  
Alachua County Commissioner

Paula DeLaney  
Alachua County Commissioner

Scherwin Henry  
City of Gainesville Commissioner

Craig Lowe  
City of Gainesville Commissioner

.....

J. K. "Buddy" Irby, Clerk of the Alachua County Library District

**BOARD OF TRUSTEES**

Dorothy Field, Chair

Kim A. Worley, Vice Chair

Vivian L. Filer

Carol A. Higman

Ryan S. Litsey

Harold B. Wilbur

Vacant

## **FISCAL YEAR 2009-2010**

### **MANAGEMENT TEAM**

Sol M. Hirsch  
Library Director

Christine Culp  
eBranch Library Manager

Terry Rasch  
Assistant to the Library Director

Be Astengo  
Adult Services Sr. Library Manager

Angela Harris  
Administrative Assistant for Public Relations

Emily Young  
Circulation Services Sr. Library Manager

Shaney Livingston  
Administrative Services Division Director

Diane Colson  
Youth Services Sr. Library Manager

Suzi Blaze  
Administrative Services Administrator

Meredith Pierce  
Outreach Services Library Manager

Janice M. Scales  
Administrative Assistant for Personnel

Caryl McKellar  
Alachua Library Manager

Debra A. Jackson  
Financial Services Administrator

Guy Hudspeth  
Archer Library Manager

Daniel S. Whitcraft  
Facilities/Safety Services Administrator

Memree Stuart  
Hawthorne Library Manager

Mark Gaudons  
Facilities Maintenance Manager

Martha Roberts  
High Springs Library Manager

Marlene A. Harris  
Support Services Division Director

Anita Jenkins  
Library Partnership Manager

Daniel Barden  
Technical Services Administrator

Elizabeth Allerton  
Micanopy Library Manager

Thomas Schulte  
Automated Services Administrator

Sharon Jackson  
Millhopper Sr. Library Manager

Elizabeth Curry  
Public Services Division Director

Ross Woodbridge  
Newberry Library Manager

Phillis Filer  
Public Services Administrator

Ike Welch  
Tower Road Sr. Library Manager

Vacant  
Public Services Administrator

Bruce Stewart  
Waldo Library Manager

Terri Hutchinson  
Administrative Assistant for Literacy

**LONG RANGE PLANNING COMMITTEE  
FISCAL YEAR 2009-2010**

**ACLD LEADERSHIP TEAM**

Sol M. Hirsch, Library Director

Shaney T. Livingston, Administrative Services Division Director

Elizabeth A. Curry, Public Services Division Director

Marlene A. Harris, Support Services Division Director

Suzi Blaze, Administrative Services Administrator

Debra A. Jackson, Financial Services Administrator

Daniel S. Whitcraft, Facilities/Safety Services Administrator

Phillis Filer, Public Services Administrator

Daniel Barden, Technical Services Administrator

Thomas G. Schulte, Automated Services Administrator

## **INTRODUCTION**

Alachua County encompasses approximately 965 square miles and is included within the Gainesville Metropolitan Statistical Area. Alachua County is located in North Central Florida almost midway between the Atlantic and Gulf Coasts, approximately 150 miles southeast of Tallahassee, Florida's State Capital, 100 miles north of Orlando and 70 miles southwest of Jacksonville. Incorporated municipalities in Alachua County include Gainesville (County Seat) plus Alachua, Archer, Hawthorne, High Springs, LaCrosse, Micanopy, Newberry and Waldo. Other communities located in Alachua County include Cross Creek, Hague, Melrose, Rochelle, Santa Fe, Traxler, and Windsor.

Alachua County has a rich variety of educational opportunities for all ages. Gainesville is the home of the University of Florida, the oldest and largest university in Florida. It has a long history of established programs in international education, research and service, and is one of only 17 public, land-grant universities that belong to the Association of American Universities. P.K. Yonge Developmental Research School is affiliated with the University of Florida, serving students in kindergarten through twelfth grade. Santa Fe College awards Associate of Arts, Associate of Science, and Associate of Applied Science degrees; offers college-level courses and as of 2009 awards Bachelor of Applied Science degrees; has extensive community education programs and over 80 fast-track career programs. Santa Fe College's University Center offers students the opportunity to take classes at several other colleges and universities while remaining in Alachua County. City College is a fully accredited college approved by the State Board of Independent Colleges and Universities (SBICU) and offers Associate of Science and Bachelor of Science degrees in specific career fields.

The Alachua County public school system is comprised of 23 elementary schools, 7 middle schools, 7 high schools, 8 centers, and 12 charter schools. In addition, 24 magnet programs, academies and schools of choice are offered through these public elementary, middle and high schools. There are over 60 preschool, private, special, vocational and denominational schools in Alachua County. During 2008-2009, 718 families were registered for a total of 1064 children in Alachua County home education programs<sup>a</sup>. There has been a significant increase in families participating in home education programs since the previous reporting year: 74.7% increase in the number of registered families and 65.7% increase in the number of enrolled children.

Chapter 98-502, as amended by 03-375, Laws of Florida, established the Alachua County Library District (ACLD) as an independent special taxing district and sole the provider of public library services in Alachua County. The District and Alachua County's boundaries are congruent.

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<sup>a</sup> Florida Department of Education School Choice. [Home Education Program](http://www.floridaschoolchoice.org/pdf/Home_Ed_Fast_Facts.pdf). October 2009.

The District's Governing Board is composed of three members of the Board of Alachua County Commissioners, two members of the Gainesville City Commission, and one member of the School Board of Alachua County. "Governors" are selected by their respective Commissions to serve on the Library District Board.

The Governing Board may levy ad valorem taxes up to 1.5 mills for operational and capital expenditures, and all millage necessary to pay the principal and interest on general obligation bonds. The District's authority to levy 0.5 mills for capital improvements ended April 2001. The District also has authority to issue limited tax bonds for capital improvement purposes and General Obligation Bonds with referendum approval.

According to the Special Act creating the District, the Governing Board has powers to adopt an annual budget, establish service levels, adopt a long range facilities and development plan, lease or purchase property, contract for services, receive grants, and take any other action necessary to provide public library services to the people of Alachua County.

The Governing Board appoints the seven member Board of Trustees, a citizen volunteer board which is part of the governing structure of the Library District. Three of the seven members are Alachua County representatives, three are City of Gainesville representatives, and one is a representative of the League of Cities.

Responsibilities of the Board of Trustees include developing recommendations on policy, budget, and plans for the Library District; reporting at meetings on matters that may affect the District; responding to requests by the Governing Board for various recommendations; reporting information about Library issues; and listening and responding to citizens who have questions relating to the Library District and libraries in general.

The Alachua County Library District provides public library service to a countywide population of approximately 256,232 in 2009<sup>b</sup>. Residents living in the incorporated area comprise 58.1% of the total county population with 41.9% residing in the unincorporated area<sup>b</sup>. Based on the Alachua County population estimates as of April 1, 2008<sup>c</sup>, approximately 3.0% of the total population is age 80 and older; 7.0% fall between the ages of 65-79; 9.3% fall between the ages of 55-64; 23.6% between the ages of 35-54; 38.1% between the ages of 18-34; and 19.0% between the ages of 0-17. Approximately 66.6% of the total population is Non-Hispanic White, 20.4% are Non-Hispanic Black, and 13.0% are Other. 8.5% percent of the population are persons of Hispanic origin which may be of any race.

The District is a centralized system with a Headquarters Library located in downtown Gainesville. One large branch is located in northwest Gainesville (Millhopper Branch) and another large branch is located in unincorporated Alachua County (Tower Road Branch). In FY 2008-2009, the Library Partnership: A Neighborhood Resource Center was opened in northeast Gainesville. Additional branches reside in the municipalities of Alachua, Archer, Hawthorne,

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<sup>b</sup> Population 256,232. Estimate 2009. Bureau of Economic and Business Research, College of Business Administration, University of Florida.

<sup>c</sup> Population 252,388. Estimate 2008. Bureau of Economic and Business Research, College of Business Administration, University of Florida.

High Springs, Micanopy, Newberry and Waldo. In FY 2006-2007, an eBranch was established to oversee the Library District's website and transition it to a "virtual" branch for patrons. The Library District operates two bookmobiles and provides library service to the inmates of the Alachua County Jail through an interlocal agreement with the Alachua County Sheriff.

In FY 2007-2008, the Library District remodeled and expanded the Alachua Branch, adding 6,000 square feet to more than double its size. In response to community input, services and facilities for children and young adults was emphasized. The Branch reopened in August 2008 to an enthusiastic community and features a fantasy "Snuggle Up" center and "The Spot," an area designed especially for teens.

In January 2009, the Millhopper Branch opened its temporary location on the second floor of the Bank of America building on NW 43<sup>rd</sup> Street in Gainesville so that the facility could be remodeled and expanded by 8,500 square feet. When the permanent site reopens in February 2010 with a total of 23,500 square feet, facility enhancements will include a playground, two meeting rooms, separate quiet reading room, young adult area, expanded children's area with a "Snuggle Up" corner, study rooms and more parking.

In FY 2008-2009, an opportunity arose to partner with the Partnership for Strong Families and create a collaborative library/social services facility in northeast Gainesville. A location in a small strip mall on Northeast 16<sup>th</sup> Avenue was selected and building space remodeled to provide both library and office space. The Library Partnership: A Neighborhood Resource Center opened in June 2009 to an eager community excited to have so many resources now conveniently available to them. This full service library features children/youth and parenting materials in its collection, a teen area, children's area and meeting room, as well as providing shared office space to social services agencies, coordinated by the Partnership for Strong Families. These agencies assist families with applying for social services and strengthening parenting skills.

The Library District offers borrowing privileges free of charge to any resident of the State of Florida. Through reciprocal borrowing agreements, Alachua County citizens may borrow free of charge from library systems in these surrounding counties: Baker, Bradford, Clay, Columbia, Dixie, Gilchrist, Lafayette, Levy, Marion, Putnam, St. Johns and Union. In addition, Alachua County citizens may borrow materials from public libraries in Nassau, Flagler, Hendry and Sumter counties, as well as the City of West Palm Beach, which offer free borrowing privileges to Florida residents.

In addition to reciprocal borrowing agreements, the Library District has contracts with the Murphree Law Library, the Matheson Historical Center and the Civic Media Center to provide for the inclusion of their collections owned and maintained by these organizations to be listed in the District's online catalog. Prior to these agreements the collections had not been cataloged or made available online. There is now increased access to more materials within the community at minimal cost to all agencies.

## **Current Plan and Financial Environment**

The Alachua County Library District 2010-2015 Long Range Facilities & Service Plan serves as our guide to providing the best possible library services that will enrich the lives of all our users and contribute to the betterment of our community. The Library District's extensive resources can demonstrate to the public that we are more a necessity than amenity. This is a critical move as public libraries face increasing competition from easy-to-access information providers. Although the role of the 21<sup>st</sup> century public library has not been clearly defined, to thrive from this point forward, public libraries must broaden their approach to service. Rather than look solely at ways to make library services better, the more relevant approach is to determine how the Library District can make the community better.

The Library District must remain agile and able to quickly respond to trends, technologies, and opportunities that we cannot predict. The Plan's Strategic Direction and Priorities give us our destination. The Plan's Initiatives and Strategies provide the initial route to achieve our goals. Library District staff will continuously respond to opportunities and encourage interactive discussions with the community that may result in changes to Initiatives and Strategies. While the destination (Strategic Direction and Priorities) will remain constant, our route (Initiatives and Strategies) may vary. Priorities, Initiatives, and Strategies are defined below.

In recent years, the Library District's greatest challenge to providing excellent and broad community services has been the property tax limitations imposed by the state legislature. It appears the state legislature may have eased off efforts to further limit the revenue capacity of local government and special tax districts through property tax reform. As the economy and housing market recover, revenues to support library services will increase but not at the same rate as in the past. The Library District derives nearly all its revenue for ongoing operations and capital development from this one source... property taxes. This dependence puts an emphasis on excellent fiscal management and the ability to objectively prioritize current and proposed library services.

This past year, the Library District experienced significant usage increases as more persons turned to borrowing rather than buying books, movies, music, and information. The growth in persons using eGovernment services and seeking jobs resulted in increased library visits and demand for one-on-one time with our expert staff. We expect continued growth in demand for current library services as this economic recovery is forecast to have limited new jobs.

Our recent successful collaborations with social service agencies have resulted in more community groups recognizing the value the Library District can add to their agencies. As a result, more partnerships are being proposed. We are being offered cost effective opportunities to expand library services to new user groups. This is an ideal scenario for the Library District to ensure its future positive place in the community.

The increased demand for our traditional services and successful partnerships that are cultivating new users, service demands, and supporters help the Library District define our long range community role. However, our successes compounded by revenue limitations create challenges that can only be met by careful strategic planning. These challenges include the continuous

evaluation and prioritization of current direct services and programs as compared to new user and service opportunities offered through our facilities and website, and other locations. Properly evaluated, our challenges may be the catalyst to define the 21<sup>st</sup> century Library District.

Our primary focus under the current property tax scenario is to sustain or moderately increase services to the public. New service proposals must be carefully evaluated for the long term impact of potential lost opportunities. Sustainability may be difficult to achieve as service demands grow at a much greater rate than revenue availability. Ensuring a high level of direct services over the next 3 – 5 years may result in limiting transfers to the capital reserve fund.

During this time of fiscal uncertainty in our society and the communities we serve, the Library District will emphasize two major Strategic Directions. The library will be customer focused, and the library will continuously seek to improve. While these strategic directions are not new to the Library District, the emphasis will be even more critical in the next five (5) years.

In the Plan, **Priorities** are broad areas of concentration for the entire Library District.

**Initiatives** outline the areas of concentration for the Priorities. Both the Priorities and Initiatives provide the framework for the Strategies. The Initiatives emphasize working smarter to enhance the efficiency and effectiveness of services, and collecting feedback from and working interactively with our community to look for new or better ways to provide services.

**Strategies** are the approaches taken by staff to address the Initiatives. Each Division and its component units (i.e., Section, Department, or Branch Library) will develop specific activities to detail the tasks, resources and staff responsibilities necessary to meet each Strategy that applies to them. Not all Divisions or their component units will be directly involved with every Plan element. Some units may serve in a support capacity to the unit that is primarily responsible for accomplishing an Initiative or Strategy.

This year the planning process was coordinated by Elizabeth Curry, the Public Services Division Director, and developed by the Leadership Team with input from staff at all levels. The current Plan identified the need to elicit year-round interactive user and non-user input to better define our role in the community. Our first year effort resulted in thirteen (13) in-library meetings, eight (8) meetings with staff, and fourteen (14) meetings with civic organizations. A survey was also placed on our website. Dorothy Field, Board of Trustees Chairperson, and Joanne Auth, a former Board of Trustees member, generously donated their time to compile the information.

This first attempt to elicit community input identified ways we can make this effort more effective. We will better define our queries and target audiences, and develop a year-round process to collect data. We will also compile and analyze user comments we receive throughout the year to provide formal input to the Plan.

Our planning process was similar to the one we followed last year. The Leadership Team began with a day long planning retreat, facilitated by the Executive Director of the Florida Library Association, to review the current year Plan and discuss the findings of the surveys. We agreed that our broad strategic directions and Priorities and Initiatives were still valid. Then, the

Leadership Team was asked to review our findings with staff as a common sense check of our work. The Leadership Team convened once more to discuss the final draft that included staff review. The work of staff at all levels throughout the Library District was insightful, on target, and invaluable to this final document.

Once approved, several Plan versions containing different degrees of detail will be developed. There will be an abbreviated version including Priorities, Initiatives and Strategies to be used for general presentation and distribution. A more detailed version, including an introduction and informational appendices, has been developed for the Joint Trustee and Governing Board workshop presentation. A third document will identify specific activities that each section, department, and branch will undertake to complete their assigned Strategies.

Effective implementation of the Plan is dependent on staff, their acceptance of the plan elements, and their ability to interpret the strategic directions. The continued success of the Library District is dependent on the participation of all staff in the planning process. Daily staff interaction with the public continues to provide the most reliable source of feedback which can be used to refine the Plan and identify improvements that lead to enhanced services and practices. Organizations thrive in environments where staff will speak candidly with peers, supervisors, and administrators. The Library District is a prime example.

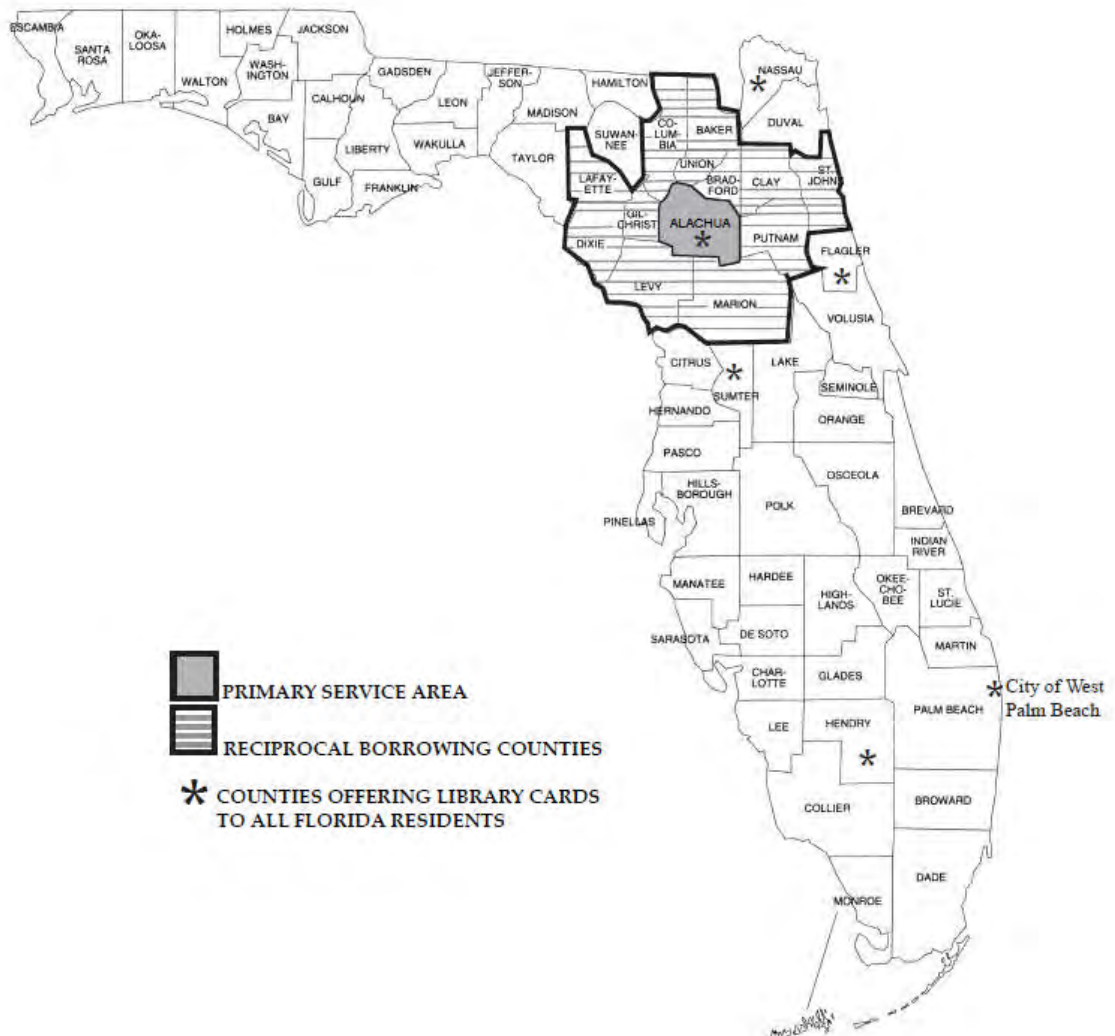
Upon Board approval of the Plan, the document will be given to staff to incorporate elements into their budget development and to identify specific activities. The activities will be the basis for the Accomplishments Report to be reported in the first quarter of FY 2012.

Special thanks are extended to the entire staff for the care and attention they gave to this planning document. Good planning has allowed the Alachua County Library District to best allocate existing resources, prioritize current and new services, demonstrate accountability, and with the accomplishments document, realize the completion of goals and objectives. Active staff participation in the planning process has resulted in the Alachua County Library District being the standard for public library service in Florida.

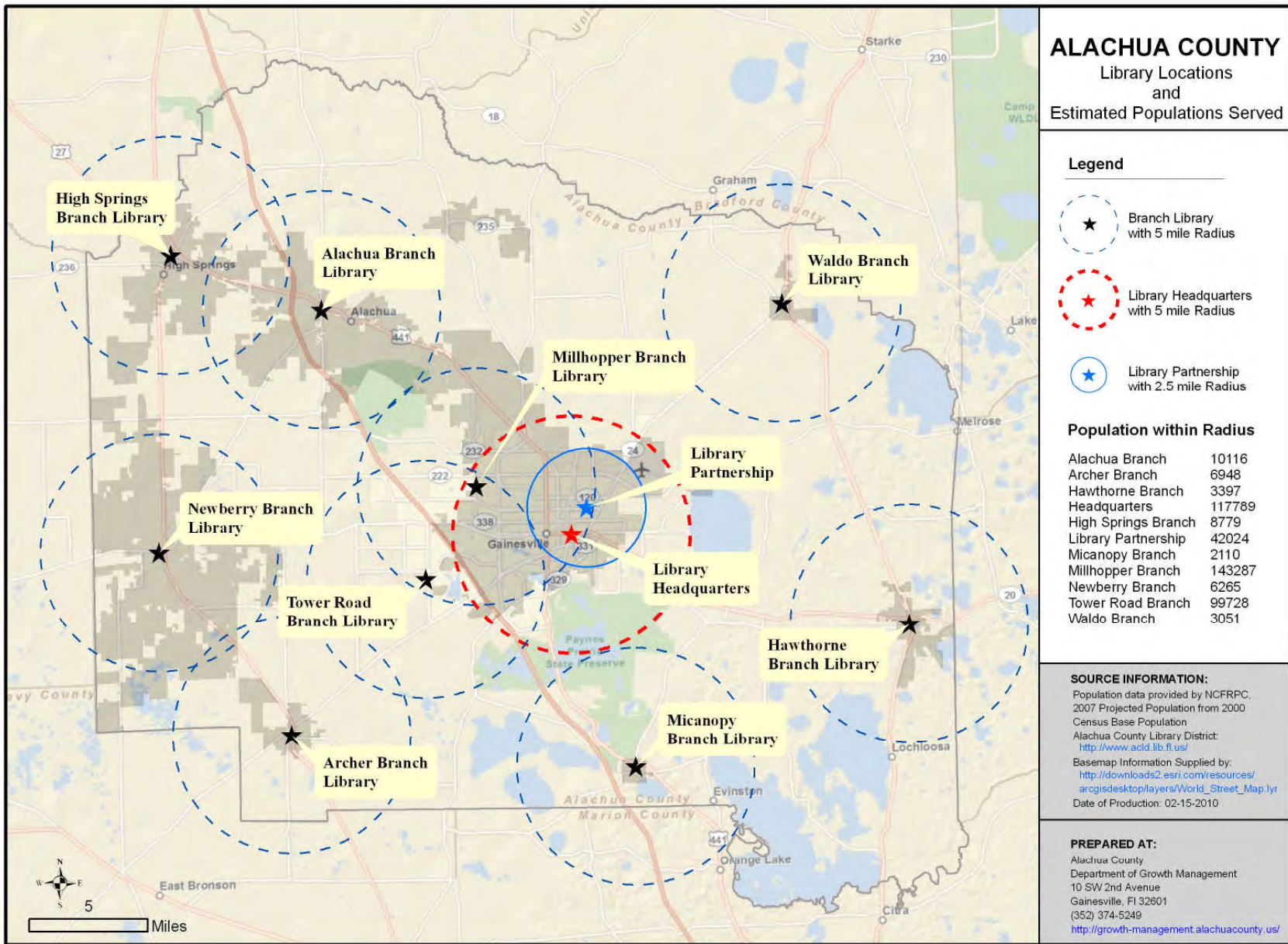
For more information about the Alachua County Library District, call or write:

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Alachua County Library District  
Headquarters Library  
401 East University Avenue  
Gainesville, FL 32601  
Administration: (352) 334-3910  
(352) 334-3918 (fax)  
Visit our web site: <http://www.aclib.us/>

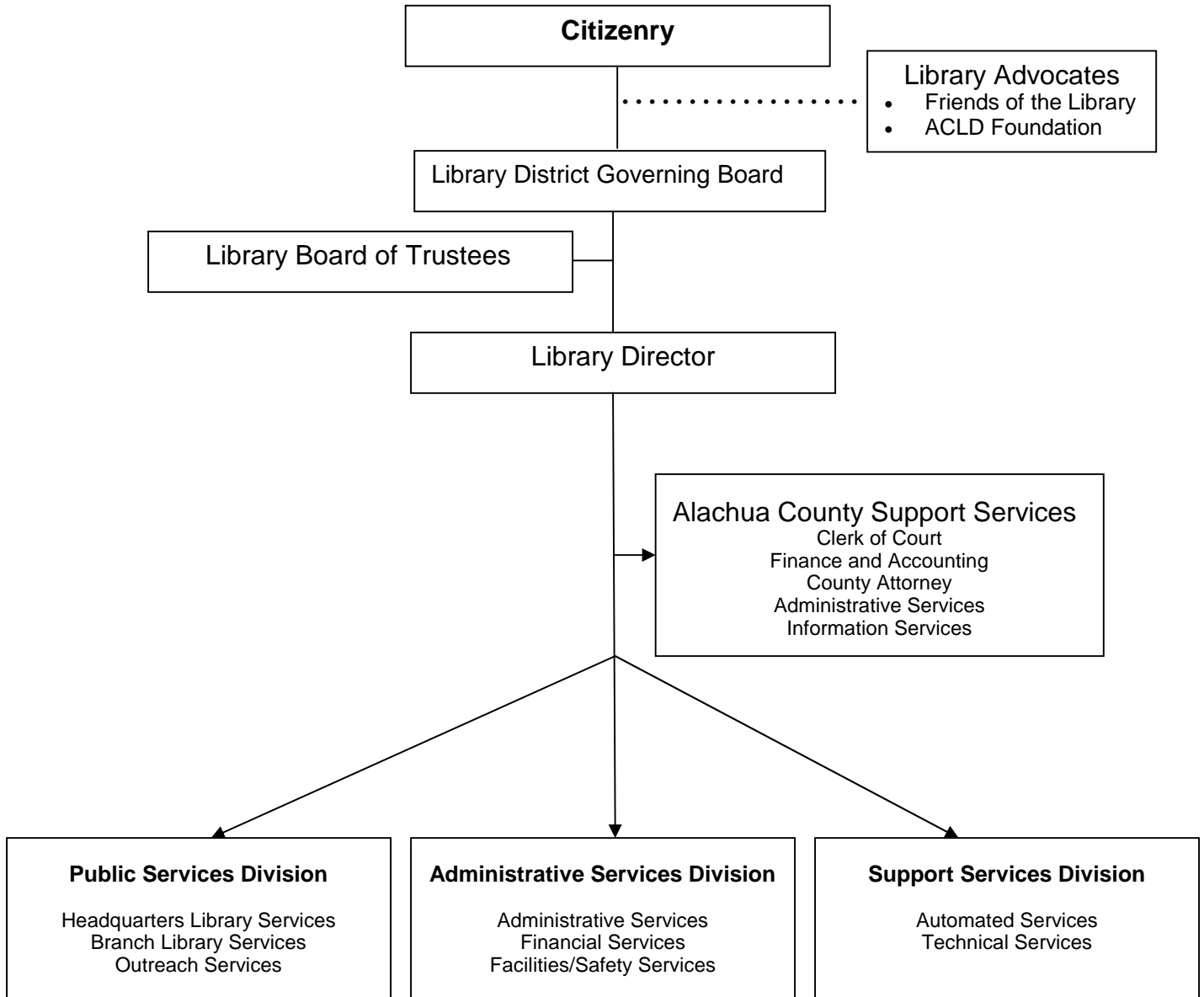
## Service Area Alachua County Library District Alachua County, Florida



# 2010



## ALACHUA COUNTY LIBRARY DISTRICT ORGANIZATIONAL CHART FY 2010-2011



## ***VISION, MISSION AND CORE VALUES***

### ***Vision***

Empowering minds, enriching lives

### ***Mission***

Education, Information and Entertainment

### ***We Value...***

- Diversity of people and ideas
- Free and equal access
- Excellent and innovative service
- Open exchange of ideas

In support of our core values, the Library District provides an environment where both patrons and staff shall be free from discrimination and harassment based upon race, color, religion, ethnicity, age, sex, sexual orientation, gender identity or gender expression, marital status, national origin or disability.

In addition, the Library District supports equal employment opportunities for all staff and applicants. Discrimination against any person in recruitment, examination, appointment, training, promotion or any other employee action because of political or religious opinions or affiliations, or because of race, color, ethnicity, age, sex, sexual orientation, gender identity or gender expression, marital status, national origin or disability is prohibited.

## ***ACLD MISSION STATEMENT***

*Adopted by the Board of Trustees on February 19, 2003*

*Adopted by the Governing Board on April 10, 2003*

The Alachua County Library District (ACLD) offers the residents of Alachua County:

- Access to materials in a variety of formats to meet their needs for general information, popular topics and titles, and recreational reading;
- Assistance and instruction in using Library resources to acquire information and enrichment;
- Information about the community and community issues and access to free civic, cultural and entertainment activities;
- Resource support for students in formal education, home schooling, vocational and preschool programs.

To achieve its mission the ACLD is committed to:

- A well-trained, highly knowledgeable and approachable staff;
- A collection of materials of ample depth and breadth to meet the needs of our diverse community;
- State-of-the-art information technology; and
- Facilities that are comfortable, welcoming, well maintained and well equipped.

***Strategic Directions:***  
***Community Focused & Continuously Improving Services***

**PRIORITIES**

1. **RESPONSIBLE MANAGEMENT** is the Library District's highest priority and results in all Alachua County residents receiving excellent and equitable library services that set a standard for Florida public libraries.
  - *The community has confidence in the management of the Library District, which strives to maximize the public's return on investment.*
2. **PROGRAMS AND SERVICES** are diverse, community focused and continuously enhanced.
  - *Community members have services and programming that promote reading in order to expand knowledge, enrich lives, foster imagination and achieve individual success.*
3. **COLLABORATIONS** are fostered with community groups to develop partnerships, strengthen civic engagement, and promote library awareness.
  - *Community organizations have the participation, support and leadership of Library District staff who will work collaboratively to build a stronger community.*
4. **COLLECTIONS** reflect our diverse communities in the format, scope and depth necessary to meet current and anticipated needs and interests.
  - *Community members have multiple means of access to materials in a variety of formats that reflect their diverse needs for information, enrichment and entertainment.*
5. **LIBRARY ENVIRONMENTS** are welcoming community spaces used for many purposes.
  - *The community has library environments, physical and virtual, that are the welcoming, accessible, and safe places for individuals and groups – "living rooms of the community."*
6. **STAFF MEMBERS** are empowered by an environment of teamwork and a culture of continuous improvement in order to provide excellent service.
  - *The community is served by library staff members who reflect the community and are well trained, motivated and customer-focused.*

## INITIATIVES AND STRATEGIES

1. **RESPONSIBLE MANAGEMENT** is the Library District's highest priority and results in all Alachua County residents receiving excellent and equitable library services that set a standard for Florida public libraries.

- *The community has confidence in the management of the Library District, which strives to maximize the public's return on investment.*

**Initiative A:** Monitor community trends and evaluate services to ensure exemplary, efficient, effective, and relevant services are provided.

**Strategies:**

1. Analyze demographic patterns, usage statistics, community feedback and growth service areas through surveys, observations, discussions, focus groups, dialogs and statistics.
2. Utilize professional standards to assess service levels, options and directions for public library service.
3. Provide library services to communities, persons, or groups identified as currently not receiving an adequate level of service.
4. Support free public library access and services for all Florida residents.
5. Provide "exemplary" levels of service as identified in the Florida Library Association Standards for Public Libraries 2004.

**Initiative B:** Provide responsible fiscal management of revenues, and operating and capital expenditures.

**Strategies:**

1. Prepare annual balanced operating and capital budgets based on realistic and conservative projections for current and future years.
2. Present operating budget recommendations to the Board of Trustees and Governing Board in accordance with local and state regulations.
3. Adhere to all Library District procurement, financial and budget policies and procedures.
4. Obtain and manage financial resources to meet short and long term Library District goals.
5. Comply with accounting practices that will result in certification as a Comprehensive Annual Financial Report and as a Distinguished Budget.
6. Proactively seek opportunities for one-time and on-going revenues from sources other than local property tax.
7. Collaborate with the Friends of the Library and Library Foundation to assist their fundraising efforts in support of the Library District.

**Initiative C:** *Work Smarter* and provide cost efficient and effective day-to-day management.

**Strategies:**

1. Implement policies and procedures that encourage efficient, effective, fiscally responsible, and equitable library services.
2. Actively seek input from other governing bodies, community, private sector, union, and staff as needed to refine financial, personnel, and operational policies, practices, and plans.
3. Utilize technology to minimize the use of paper, provide better access to documents and information, and make efficient use of staff and patron time.
4. Evaluate cost and effectiveness of print versus electronic, including publicity, marketing, notices, mailings, reference resources, and serials.
5. Expand the use of web-based conferencing for internal/external training and meetings.
6. Evaluate implementation of the new statistical gathering, analysis and reporting tools and investigate the automation of required reporting to the State Library by using statistics already captured.
7. Provide support, processes and resources for staff to promptly identify and effectively address short or long term operational concerns.

**Initiative D:** Promote public awareness and increase the use of library services and resources.

**Strategies:**

1. Assess library services, programs and resources, and develop District-wide and location-specific marketing plans.
2. Identify and utilize effective publicity opportunities.
3. Provide public information, programs, and create or participate in promotional events to increase positive public awareness and use of Library District services.
4. Enhance the ACLD calendar of community events to efficiently plan for library staff participation and to evaluate the effectiveness of participation and marketing at these events.

**2. PROGRAMS AND SERVICES are diverse, community focused and continuously enhanced.**

- *Community members have services and programming that promote reading in order to expand knowledge, enrich lives, foster imagination and achieve individual success.*

**Initiative A:** Provide literacy, educational and informational services for all ages.

**Strategies:**

1. Enhance literacy services county-wide.
2. Support the goals of the United Way Success by Six Initiative with continuous evaluations and improvements of the Snuggle Up Centers and parent resource collections.
3. Support social services information needs through eGovernment services.
4. Develop family reading programs based on the Florida Humanities Council Prime Time project model.
5. Support computer literacy for all ages.

**Initiative B:** Provide age appropriate services to teens.

**Strategies:**

1. Enhance and extend high interest programs and services for teens in libraries, on-line and in the community.
2. Develop specialized staffing, skills and resources necessary for effective teen services.
3. Involve teens and solicit input for programs and services.

**Initiative C:** Provide services to senior citizens to meet their specific needs.

**Strategies:**

1. Offer programs and services of interest at outreach locations where Seniors gather, in libraries and/or online.
2. Involve senior citizens in planning and evaluation of library programs and services.

**Initiative D:** Reflect broad community interests in planning and providing programs and services.

**Strategies:**

1. Offer materials, services, programs and displays for targeted populations that reflect the cultural diversity of the community.
2. Develop local interest and local history projects appropriate to each community, with an emphasis on web-based access.

**Initiative E:** Fully implement a content rich website with highly interactive eBranch services.

**Strategies:**

1. Encourage Library District staff and the community to actively contribute content to provide relevant and useful information on the website.

2. Provide the tools and staff support for Library/patron interactive software application platforms.
3. Provide the necessary infrastructure and training to support demand for online eGovernment and other social services needs.
4. Create and implement an eBranch marketing campaign.

**Initiative F:** *Work Smarter* to enhance strategies to provide more effective services.

**Strategies:**

1. Develop services to increase access, convenience and self service options for patrons.
2. Continuously review, recommend and adapt workflow procedures to increase efficiency and effectively use new or changing technologies.
3. Plan and implement new proactive models of customer service (i.e. roving reference services, dedicated download stations).
4. Develop and evaluate new ways to use volunteers to complement staff services.

**Initiative G:** Collect and analyze feedback from the community and use to make service recommendations.

**Strategies:**

1. Create a Long Range Planning process that includes on-going community input.
2. Use online surveys to get periodic feedback from in-house and remote users.
3. Identify communities in need of library services and develop plans to fill service gaps.
4. Develop strategies to solicit and analyze feedback from non-users.
5. Create opportunities for interactions with users and non-users, advisory groups, focus groups, community groups, either online and/or in person.

**Initiative H:** Actively market library programs and services.

**Strategies:**

1. Investigate ways to more effectively publicize the Library District and to target specific services, including online services via the eBranch. Promote public awareness of library programs and services through social networking
2. Market materials, services and programs with signage designed for improved visibility.
3. Investigate new sources of program support and sponsorship.
4. Promote and evaluate patron self-service options including features implemented in Fiscal Year 2008-2009 with the online calendar of events and meeting room reservations, and self-check-out in specific locations.

**3. COLLABORATIONS are fostered with community groups to develop partnerships, strengthen civic engagement and promote library awareness.**

- *Community organizations have the participation, support and leadership of Library District staff who will work collaboratively to build a stronger community.*

**Initiative A:** Collaborate on joint programs and projects with organizations in the government, not-for-profit and private sectors.

**Strategies:**

1. Develop a District-wide information resource of staff who interact with community groups, and identifies their level of involvement and expertise.
2. Emphasize eGovernment services and the provision of social services information.
3. Investigate, review and implement effective means to promote and distribute consumer health information, and collaborate with delivery of health related services.
4. Target organizations where collaboration has mutual benefits and develop strategies to engage in potential collaborations.

**Initiative B:** Actively engage in library outreach services appropriate for the community.

**Strategies:**

1. Work closely with Senior citizen centers to meet needs jointly identified.
2. Work closely with schools to provide more resources to meet homework and reading list needs and other jointly identified needs.
3. Participate in outreach events to targeted community groups.
4. Provide access to library materials through satellite collections located in community centers, hospitals, day care facilities or other organizations.

**Initiative C:** Gather and disseminate information on community issues.

**Strategies:**

1. Explore and implement strategies for collection and dissemination of information pertinent to the community.
2. Attend meetings of civic or service organizations, local government, and chambers of commerce to actively participate or promote library services.

**4. COLLECTIONS reflect our diverse communities in the format, scope and depth necessary to meet current and anticipated needs and interests.**

- *Community members have multiple means of access to materials in a variety of formats that reflect their diverse needs for information, enrichment and entertainment.*

**Initiative A:** Develop collections for targeted populations and projects.

**Strategies:**

1. Select, order, and process collections for new or expanded deposit collection sites and branches.
2. Evaluate collections, subject, genre and language materials for targeted populations based on use.
3. Plan and implement projects to collect and make local history available in formats that are conveniently accessible.
4. Develop online collections and downloadable resources accessible through the eBranch.
5. Evaluate existing literacy collections in all sites and plan for enhancements.
6. Update the Library District's "Collection Development and Maintenance Policy" to better capture the Library District's evolving priorities, and include electronic resources, patron needs and requests, greater flexibility in making collection decisions, and proactive processes for patron input.

**Initiative B:** *Work Smarter* and enhance strategies to make materials more accessible.

**Strategies:**

1. Evaluate and organize existing spaces to accommodate the changing needs of users and to feature high use materials.
2. Evaluate the effectiveness of floating collections.
3. Evaluate and implement interactive products that allow users to rate and review materials and create custom lists.
4. Evaluate, implement and analyze the use of services for increased material processing efficiency.
5. Continuously improve the integrity and usability of the District's catalog.
6. Evaluate the implementation of a serials module and develop a plan to enhance management of serials collection.
7. Use effective methods to protect and preserve the collection.
8. Update and streamline local cataloging practices to increase efficiencies and facilitate feasibility of using outside resources.
9. Implement District-wide collection inventory project utilizing RFID system.
10. Enhance accessibility of library collections through standard weeding procedures.

**Initiative C:** Collect and analyze data on use of the collections.

**Strategies:**

1. Utilize online surveys to get feedback from in-house and remote users.
2. Develop strategies to solicit and analyze feedback from non-users.

3. Use statistical reports to analyze data on usage of specific collections, electronic resources and locations.
4. Identify ways for users to have input in collection data analysis.

**Initiative D:** Actively market collections and information resources.

**Strategies:**

1. Develop and implement a plan to enhance display marketing and directional signage.
2. Enhance and coordinate promotion of the collection online and in person (i.e. book talks, reading discussion groups, book displays, new reader's advisory tools and informational brochures, RSS feeds, user initiated tags and reviews).
3. Use patron and staff created reviews, ratings, and tags to promote materials
4. Identify venues (online and in person) to distribute information about library materials to new audiences.

**5. LIBRARY ENVIRONMENTS are welcoming community spaces used for many purposes.**

- *The community has library environments, physical and virtual, that are welcoming, accessible, and safe places for individuals and groups – “living rooms of the community.”*

**Initiative A:** Ensure the accessibility and safety of users and staff through continuously enhanced safety planning and practices.

**Strategies:**

1. Continuously evaluate disaster preparedness, safety, and security policies/practices with input by staff, the community, law enforcement, fire officials, risk managers and the Alachua County Emergency Operations Center.
2. Train staff to implement disaster preparedness, safety and security policies/practices, and to appropriately respond and report.
3. Promote Internet safety for library users of all ages.
4. Comply with the Americans with Disabilities Act (ADA) to ensure the accessibility of library services.
5. Monitor indoor air quality, energy efficiency, noise levels, and general cleanliness to ensure environmental conditions are conducive to staff and patron usage and comfort, and to protect the materials collection.

**Initiative B:** *Work Smarter* and develop strategies to continuously enhance well maintained, cost effective and welcoming environments.

**Strategies:**

1. Evaluate library buildings and equipment routinely with an emphasis on scheduled preventative maintenance.
2. Continuously assess, with user input, the facilities, equipment and eBranch to maintain a welcoming atmosphere that meets the needs of all users.
3. Continuously review workflow and user traffic patterns for efficiency and adapt staff work areas to meet needs.
4. Investigate cost effective and efficient communication services to facilitate better staff response time and new models of customer service.
5. Implement energy efficient, environment-friendly, and resource saving measures.

**Initiative C:** Provide technical resources, hardware, software and strong network infrastructure to meet continually increasing demand for access to online library services and resources.

**Strategies:**

1. Research potential for new Integrated Library System for ACLD with customer focused features.
2. Continuously assess patron and staff needs for computer workstations and software, and plan and budget for identified enhancements.
3. Meet network capacity demand to support the technology needs of staff and other users.

**Initiative D:** Collect and analyze community and staff feedback to evaluate Library District spaces, physical and virtual, and identify service gaps.

**Strategies:**

1. Utilize online surveys to get feedback from in-house and remote users.
2. Develop strategies to solicit and analyze feedback from users and non-users, advisory groups, focus groups, community groups, either online and/or in person.
3. Identify service gaps and implement plans to address the need for new and expanded facilities or services.
4. Evaluate trends in meeting room use and develop strategies to maximize the use of meeting spaces.

**Initiative E:** Actively market the physical and virtual Library District.

**Strategies:**

1. Develop a thorough marketing plan with staff and community input.
2. Implement new methods to promote the use of Library District services, especially to the non-user and underserved members of the community.
3. Identify community partners suitable for joint promotion opportunities.
4. Identify venues (online and in person) to distribute information about library services to new or low-use audiences.

**6. STAFF MEMBERS are empowered by an environment of teamwork and a culture of continuous improvement to provide excellent service.**

- *The community is served by library staff members who reflect the community and are well trained, motivated and customer-focused.*

**Initiative A:** Promote an agile organizational culture of empowerment, enhanced teamwork, effective project management, and customer oriented change readiness.

**Strategies:**

1. Define and promote success factors needed to create and sustain the desired organizational culture.
2. Enhance communication with staff.
3. Promote opportunities for cross training in a variety of ways, such as job shadowing and job exchanges, internal mentoring, and enhanced committee structures.
4. Include staff to develop practices, and policy and procedure interpretations that benefit the public, staff, and the Library District

**Initiative B:** Encourage and support staff training and coaching using a variety of formats.

**Strategies:**

1. Continuously enhance District-wide, division and staff training plans.
2. Provide opportunities internally for on-going training on products, services, resources, policies and procedures, and data analysis.
3. Provide opportunities for staff to develop the technical skills necessary to plan and provide services.
4. Encourage staff training and professional development through the participation in outside workshops, meetings, conferences and library exchanges.
5. Contribute regional leadership in continuing education and training.
6. Budget for specific training required to support library software and hardware technology.

**Initiative C:** Ensure excellent library service by encouraging staff promotional opportunities and implementing practices to retain or recruit the best available personnel.

**Strategies:**

1. Ensure staff have competitive salaries and benefits.
2. Encourage lifetime careers in library work.
3. Encourage and support staff participation in professional affiliations.
4. Encourage in-house promotions by providing staff with training and job enhancement opportunities.
5. Recruit the highest caliber staff by identifying traditional and non-traditional applicant resources.

**Initiative D:** *Work Smarter* and develop strategies to provide exemplary library services though cost-effective staffing and scheduling.

**Strategies:**

1. Identify and use methods for assessing staffing schedules to ensure that adequate staffing is available at all times.
2. Develop District-wide staffing plan that ideally meets the inherent quality and exemplary quantity standard identified in the Florida Library Association Standards for Public Libraries 2004.
3. Support a comprehensive volunteer program.
4. Implement a workload study to determine needs for placement and training of volunteers to complement staff.
5. Develop a program to recognize staff exemplifying *Work Smarter* initiatives.

**Initiative E:** Collect and analyze feedback from staff to promote participation in continuous improvement.

**Strategies:**

1. Utilize surveys to get feedback from staff at all levels.
2. Provide opportunities for formal and informal discussions about training needs.
3. Encourage and solicit feedback on training.

## **APPENDICES**

Note: In FY 2007-08, Alachua County's population exceeded 250,000 for the first time. In the following appendices, ACLD's statistics are compared to Public Library Data Service statistics for populations 250,000 to 499,999, using public library data from FY 2007-08. Until FY 2007-08, we were compared to populations 100,000 to 249,999.

**ALACHUA COUNTY LIBRARY DISTRICT  
PROJECTED LIBRARY SERVICE LEVELS <sup>a.</sup>**

	HEADQUARTERS LIBRARY	LARGE LIBRARY	BRANCH LIBRARY	COMMUNITY LIBRARY	COUNTY JAIL LIBRARY	BOOKMOBILE	DEPOSIT/STATION
Population Served	County-wide	50,000-100,000 (5 mile radius)	7,000-50,000 (5 mile radius)	2,000-7,000 (3-5 mile radius)	Inmates	Not applicable	Not applicable
Service Hours per Week	66-74	50-70	40-60	30-50	40	30-50	Not applicable
Size in Square Ft.	75,000-100,000	12,000-50,000	4,000-15,000	1,000-9,000	1,200-2,000	480+	Not applicable
Volumes in Collection	400,000+ (depending on branch collections)	75,000-150,000	25,000-85,000	Up to 30,000	Up to 10,000	8,000-15,000	Up to 5,500
Average Number of Library Programs per week	8-20	4-12	3-10	0-3	0-4	Special only	Special only
Average Monthly Circulation	90,000-125,000	15,000-50,000	8,000-18,000	Up to 12,000	1,300-3,000	2,400-3,500	1,300-3,000
Average Monthly Reference Questions	10,000-30,000	5,000-9,000	1,500-6,000	400-1,500	___ b.	___ b.	Not applicable
Public Computers	55-85	30-50	15-35	5-25	Not applicable	Limited	Not applicable

a. Projected Service Levels are specific to each type of agency in order to make the most effective use of resources in a centralized library system. They are used for planning purposes in construction projects and services.

b. No separate totals for these services.

**ALACHUA COUNTY LIBRARY DISTRICT  
 2008-2009 SERVICE LEVELS**

	HEAD- QUARTERS LIBRARY (includes eBranch)  Countywide	MILLHOPPER BRANCH (Large Library)  2.5 and 5 mile radii	TOWER ROAD BRANCH (Large Library)  2.5 and 5 mile radii	ALACHUA BRANCH (Branch Library)  2.5 and 5 mile radii	HAWTHORNE BRANCH (Branch Library)  2.5 and 5 mile radii	HIGH SPRINGS BRANCH (Branch Library)  2.5 and 5 mile radii	NEWBERRY BRANCH (Small Branch)  2.5 and 5 mile radii
Population Served <b>b.</b>	247,561 <b>c.</b>	40,407 143,287	30,128 99,728	4,534 10,116	2,273 3,397	4,632 8,779	3,925 6,265
Service Hours per Week	66	60.5	60.5	48	48	49	58 <b>d.</b>
Size in Square Ft	78,000	15,000	15,000	11,800	5,000	5,000	3,500
Volumes in Collection	468,872 <b>e.</b>	105,724	111,114	46,785	42,068	34,848	26,289
Average Number of Library Programs per Week	12	1 <b>f.</b>	5	7	4	7	5
Average Monthly Circulation	105,638 <b>g.</b>	38,927	44,634	15,211	9,709	10,942	9,923
Average Monthly Traditional Reference Transactions <b>h.</b>	24,635	2,865	7,525	2,302	2,662	2,658	744

**a.** The Library Partnership: A Neighborhood Resource Center opened in June 2009.

**b.** 2007 population estimates, Department of Growth Management, GIS Division, Alachua County. Traffic Analysis Zones (TAZ) were used to project estimates.

**c.** Countywide population 247,561. Estimate 2007. Bureau of Economic and Business Research, College of Business Administration, University of Florida.

**d.** Newberry Branch increased weekly public service hours from 48/week to 58/week in October 2009.

**e.** Includes 35,169 online holdings through eBranch.

**f.** Millhopper Branch started facilities expansion in FY 08-09 and moved temporarily into a smaller facility. Meeting room space very limited in temporary location.

**g.** Includes Homebound Service, and eBranch online renewals and downloaded materials.

**h.** ACLD definition of Reference transactions aligns with that of the American Library Association's Output Measures for Public Libraries. Headquarters figures include eBranch virtual reference transaction.

**ALACHUA COUNTY LIBRARY DISTRICT  
 2008 – 2009 SERVICE LEVELS**

	ARCHER BRANCH (Community Library)  2.5 and 5 mile radii	THE LIBRARY PARTNERSHIP: A COMMUNITY RESOURCE CENTER <sup>a.</sup> (Community Library) 2.5 and 5 mile radii	MICANOPY BRANCH (Community Library)  2.5 and 5 mile radii	WALDO BRANCH (Community Library)  2.5 and 5 mile radii	COUNTY JAIL LIBRARY	BOOKMOBILE	DEPOSIT/ STATION (other Outreach Programs)
Population Served <sup>b.</sup>	3,011 6,948	42,024 101,251	1,118 2,110	1,639 3,051	Inmates	Not Applicable	Not Applicable
Service Hours per Week	40	43	30	30	40	50	Not Applicable
Size in Square Ft	3,500	7,000	1,800	1,155	1,214	480	Not Applicable
Volumes in Collection	23,348	12,478	16,009	9,883	24,219	8,000-12,000 (from HQ Collection)	Up to 5000 (from HQ Collection)
Average Number of Library Programs per Week	2	10	2	0.4	0.2	0.6	Special Only
Average Monthly Circulation	6,163	3,960	5,400	2,843	1,330	4,558	1,774
Average Monthly Traditional Reference Transactions <sup>h.</sup>	1,710	1,518	455	544	553	928	Not Applicable

**a.** The Library Partnership: A Neighborhood Resource Center opened in June 2009.

**b.** 2007 population estimates, Department of Growth Management, GIS Division, Alachua County. Traffic Analysis Zones (TAZ) were used to project estimates.

**c.** Countywide population 247,561. Estimate 2007. Bureau of Economic and Business Research, College of Business Administration, University of Florida.

**d.** Newberry Branch increased weekly public service hours from 48/week to 58/week in October 2009.

**e.** Includes 35,169 online holdings through eBranch.

**f.** Millhopper Branch started facilities expansion in FY 08-09 and moved temporarily into a smaller facility. Meeting room space very limited in temporary location.

**g.** Includes Homebound Service, and eBranch online renewals and downloaded materials.

**h.** ACLD definition of Reference transactions aligns with that of the American Library Association's Output Measures for Public Libraries. Headquarters figures include eBranch virtual reference transaction.

**ALACHUA COUNTY LIBRARY DISTRICT  
 SERVICE HOURS PER WEEK AND SQUARE FOOTAGE OF FACILITIES  
 Fiscal Years 2003 – 2010**

<b>LOCATION</b>	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010
<b>HEADQUARTERS</b>							
Service Hours/Week	62	62	66	66	66	66	66
Sq. Ft. of Facility	78,000	78,000	78,000	78,000	78,000	78,000	78,000
<b>MILLHOPPER</b>							
Service Hours/Week	55	55	60.5	60.5	60.5	60.5	60.5
Sq. Ft. of Facility	15,000	15,000	15,000	15,000	15,000	15,000	23,500 <sup>a</sup>
<b>TOWER ROAD</b>							
Service Hours/Week	55	55	60.5	60.5	60.5	60.5	60.5
Sq. Ft. of Facility	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>ALACHUA</b>							
Service Hours/Week	44	44	48	48	48	48	48
Sq. Ft. of Facility	5,150	5,150	5,150	5,150	11,800 <sup>b</sup>	11,800	11,800
<b>HAWTHORNE</b>							
Service Hours/Week	44	44	48	48	48	48	48
Sq. Ft. of Facility	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>HIGH SPRINGS</b>							
Service Hours/Week	44	49	49	49	49	49	49
Sq. Ft. of Facility	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>NEWBERRY</b>							
Service Hours/Week	40	40	40	40	48 <sup>c</sup>	48	58 <sup>d</sup>
Sq. Ft. of Facility	3,500	3,500	3,500	3,500	3,500	3,500	3,500
<b>ARCHER</b>							
Service Hours/Week	40	40	40	40	40	40	40
Sq. Ft. of Facility	3,500	3,500	3,500	3,500	3,500	3,500	3,500
<b>THE LIBRARY PARTNERSHIP<sup>e</sup></b>							
Service Hours/Week	n/a	n/a	n/a	n/a	n/a	43	43
Sq. Ft. of Facility	n/a	n/a	n/a	n/a	n/a	7,000	7,000
<b>MICANOPI</b>							
Service Hours/Week	30	30	30	30	30	30	30
Sq. Ft. of Facility	1,800	1,800	1,800	1,800	1,800	1,800	1,800
<b>WALDO BRANCH</b>							
Service Hours/Week	30	30	30	30	30	30	30
Sq. Ft. of Facility	1,155	1,155	1,155	1,155	1,155	1,155	1,155
<b>JAIL LIBRARY</b>							
Service Hours/Week	40	40	40	40	40	40	40
Sq. Ft. of Facility	1,214	1,214	1,214	1,214	1,214	1,214	1,214
<b>Total Square Footage District-wide</b>	<b>134,319</b>	<b>134,319</b>	<b>134,319</b>	<b>134,319</b>	<b>140,969</b>	<b>147,969</b>	<b>156,469</b>

<sup>a</sup> Millhopper Branch is scheduled to open its renovated and expanded facility in February, 2010.

<sup>b</sup> Alachua Branch opened its renovated and expanded facility in August, 2008.

<sup>c</sup> Newberry Branch increased their weekly public service hours from 40/week to 48/week in February 2008.

<sup>d</sup> Newberry Branch increased their weekly public service hours from 48/week to 58/week in October, 2009.

<sup>e</sup> The Library Partnership: A Neighborhood Resource Center opened in June, 2009.

**ALACHUA COUNTY LIBRARY DISTRICT  
 Fiscal Years 2007 – 2008 and 2008 – 2009  
 COMPARISON TO NATIONAL PUBLIC LIBRARY STATISTICS**

MEASURE	ACLD 2007-2008 a.		ACLD 2008-2009 b.		Other Libraries Serving Populations 250,000- 499,999 c.			
					Upper Quartile		Mean or Average	
Borrowers (Registered)	196,707	77.9% of population	199,549	77.9% of population	253,573	68.7% of population	195,857	54.8% of population
Circulation	2,860,938	11.3 per capita	3,096,515	12.1 per capita	3,600,492	11.37 per capita	2,824,604	8.11 per capita

Collection Holdings:

• Titles in Collection	314,855	1.25 per capita	313,452	1.22 per capita	N/A	N/A	N/A	N/A
• Volumes in Collection	916,162	3.63 per capita	921,637	3.60 per capita	989,108	3.08 per capita	943,064	2.65 per capita
• Collection Turnover (Circ/Holdings)	3.12		3.36		4.15		3.32	

Interlibrary Loans

• Provided to Others	5,701		4,494		14,068		32,210	
• Received from Others	2,647		2,851		12,272		31,665	

Programs:

• Number	1,954		2,456		N/A		N/A	
• Attendance	57,715		54,075		110,434		95,295	

Reference Questions	566,638	2.25 per capita	571,235	2.23 per capita	556,864	1.57 per capita	440,112	1.24 per capita
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Visits by Patrons	1,353,804	5.36 per capita	1,404,869	5.48 per capita	2,101,206	6.05 per capita	1,649,592	4.70 per capita
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a. Population 252,388. Estimate 2008. Bureau of Economic and Business Research, College of Business Administration, University of Florida.

b. Population 256,232. Estimate 2009. Bureau of Economic and Business Research, College of Business Administration, University of Florida.

c. Public Library Data Service Statistical Report 2009. Public Library Association, American Library Association, 2009. Data reflects 2007-2008 fiscal year.

**ALACHUA COUNTY LIBRARY DISTRICT FISCAL YEARS 2006/07 - 2008/09  
COMPARISON TO STANDARDS FOR FLORIDA PUBLIC LIBRARIES  
AND TO PUBLIC LIBRARIES NATIONALLY**

Long Range Facilities and Service Plan  
FY 2010-2015

Alachua County Library District

	STANDARDS FOR FLORIDA PUBLIC LIBRARIES <sup>a.</sup>	NATIONAL COMPARISON (Libraries serving population <sup>b.</sup> 250,000-499,999)		ALACHUA COUNTY LIBRARY DISTRICT FY 2006-07	ALACHUA COUNTY LIBRARY DISTRICT FY 2007-08	ALACHUA COUNTY LIBRARY DISTRICT FY 2008-09
		Upper Quartile [75%]	Mean or Average			
PROFESSIONAL STAFF (Masters Degree)	Essential: Min. 1 per Administrative Unit Enhanced: Min. 1 at each location Exemplary: 1/3 of FTEs	56.6 (FTE)	41.9 (FTE)	55.75 (FTE) 31% of total FTEs	57.75 (FTE) 32% of total FTEs	57.75 (FTE) 32% of total FTEs
SUPPORT STAFF (excluding Plant Maintenance)	No quantifiable standards	159.3 (FTE)	128.4 (FTE)	125.04 (FTE)	123.86 (FTE)	124.86 (FTE)
TOTAL STAFF (excluding Plant Maintenance)	Essential: .3 FTEs per 1000 pop. Enhanced: .5 FTEs per 1000 pop. Exemplary: .6 FTEs per 1000 pop.	N/A	N/A	.73 FTE per 1,000 population	.72 FTE per 1,000 population	.71 FTE per 1,000 population
ITEMS (VOLUMES)	Essential: 2.0 per capita Enhanced: 3.0 per capita Exemplary: 4.0 per capita (for 100,001-750,000 pop.)	3.08 per capita	2.65 per capita	3.75 per capita <sup>c.</sup>	3.63 per capita <sup>d.</sup>	3.60 per capita <sup>e.</sup>
NUMBER OF PUBLIC ACCESS INTERNET WORKSTATIONS	Essential: Min. 1 per 3,000 pop. Enhanced: 1 per 2,000 pop. Exemplary: 1 per 1,000 pop.	N/A	N/A	222 workstations .90 per 1,000 pop.	229 workstations .91 per 1,000 pop.	229 workstations .89 per 1,000 pop.
MATERIALS EXPENDITURES AS A PERCENT OF TOTAL OPERATING EXPENDITURES	State-wide average benchmark collected and reported annually by the Florida Division of Library and Information Services. FY 2005-2006: 14.11% FY 2006-2007: 13.74% FY 2007-2008: 12.92% <sup>f.</sup>	15.52	13.25	12.79%	12.96%	9.83%
HOURS OF SERVICE PER WEEK	Essential: 40 hours/week Enhanced: 68 hours/week Exemplary: 76 hours/week	N/A	N/A	66 hours, 7 days (Headquarters)	66 hours, 7 days (Headquarters)	66 hours, 7 days (Headquarters)
FACILITIES	Essential: 0.60 sq.ft. per capita Enhanced: 0.70 sq.ft. per capita Exemplary: 1.0 sq.ft. per capita (for 100,001-750,000 pop.)	N/A	N/A	.56 sq. ft. per capita	.56 sq. ft. per capita	.58 sq. ft. per capita

a. Standards for Florida Public Libraries 2004, Florida Library Association, 2004.

b. Public Library Data Service Statistical Report 2009. Public Library Association, American Library Association, Chicago, 2009. Data reflects 2007-2008 fiscal year for public libraries serving populations 250,000 – 499,999. Data not compiled for all categories.

c. Population figure 247,561(Alachua County). Estimate 2007, Bureau of Economic and Business Research, College of Business Administration, University of Florida.

d. Population figure 252,388 (Alachua County). Estimate 2008, Bureau of Economic and Business Research, College of Business Administration, University of Florida.

e. Population figure 256,232. (Alachua County). Estimate 2009, Bureau of Economic and Business Research, College of Business Administration, University of Florida.

f. Florida Department of State. State Library & Archives of Florida. FY2008 Florida Public Library Statistics, (10-1-2007 to 9-30-2008) Table 7, Expenditures by Category.  
[http://dliis.dos.state.fl.us/bld/Research\\_Office/fy2008/PDFs/FY200807ExpendituresbyCategory.pdf](http://dliis.dos.state.fl.us/bld/Research_Office/fy2008/PDFs/FY200807ExpendituresbyCategory.pdf).

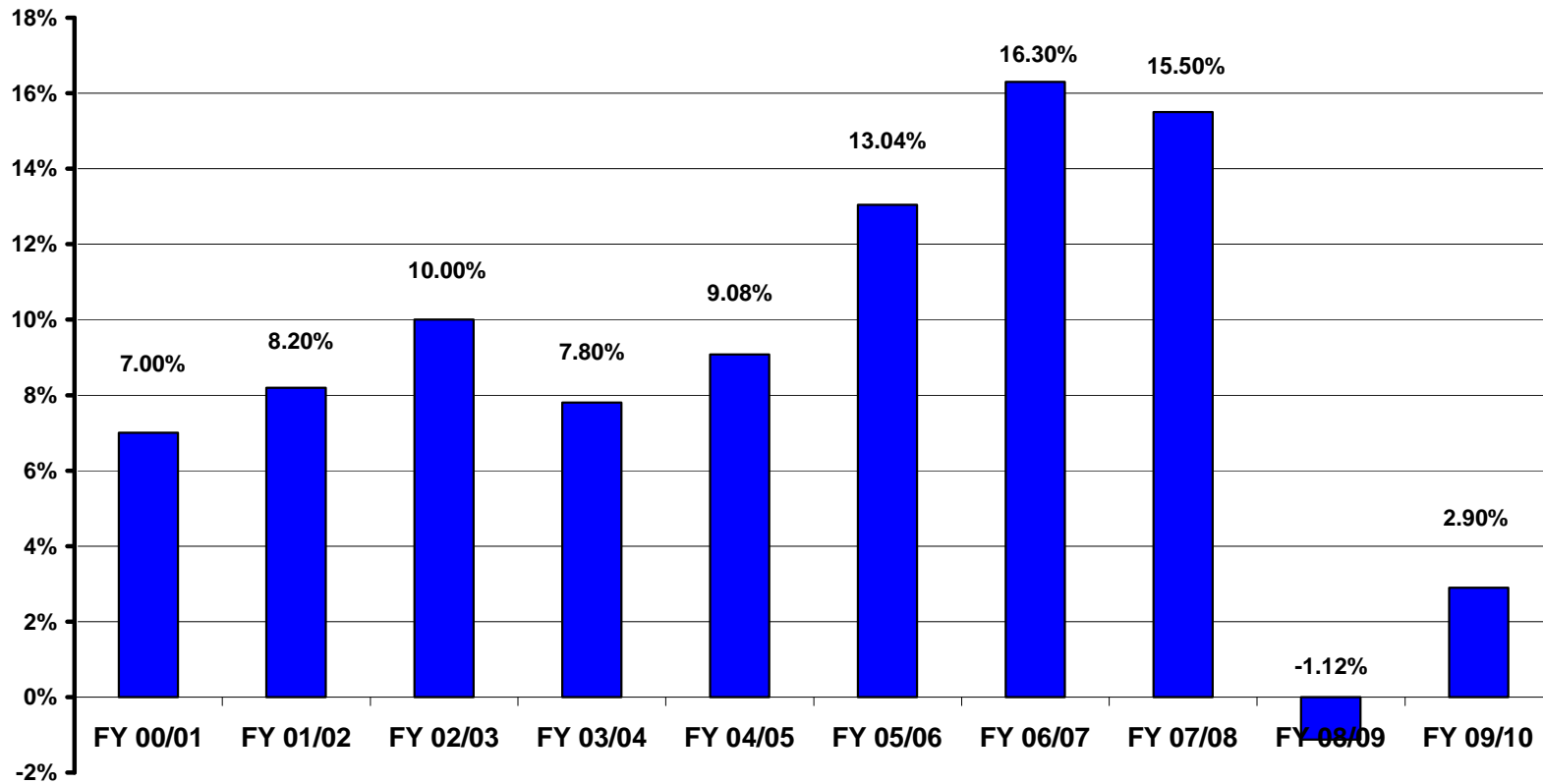
**ALACHUA COUNTY LIBRARY DISTRICT  
 FLEET REPLACEMENT PLAN  
 FISCAL YEARS 2009-2015**

Department	Vehicle	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Facilities	Step Van (Old BK III) Purchased 1985 Vehicle# 801	X	X	Remodel 8K X	X	X	X
Outreach	BK I Trailer Purchased 1987 Vehicle# 852	Remodel 35K XX	XX	XX	XX	XX	XX
Facilities	Dump Truck (Ford F-350) Purchased 1990 Vehicle# 901	X	X	Remodel 8K X	X	X	X
Outreach	BK II Trailer Purchased 1989 Vehicle# 902	XX	Remodel 35K	XX	XX	XX	XX
Facilities	Step Van Purchased 1992 Vehicle# 923	X	X	X	X	X	X
Facilities	Mini Van Purchased 1996 Vehicle# 961	Surplus					
Facilities	Truck (GMC 1500) Purchased 1997 Vehicle# 971	X	Surplus				
Outreach	Tractor for BK I (International) Purchased 1998 Vehicle# 991	X	X	X	X	X	X
Outreach	Chevy Mini-Van Purchased 1999 Vehicle# 001	Surplus					
Facilities	Dodge Truck (Pick-up ) Purchased 2000 Vehicle# 002	X	Surplus				
Motor Pool	Mini Van Purchased 2001 Vehicle# 011	Send 011 to Facilities					
Facilities	Dodge mini van Replacement of vehicle# 961 Vehicle# 011	From motor pool X	X	Surplus			
Motor Pool	Mini Van Purchased 2001 Vehicle# 012	Send to outreach					
Outreach	Vehicle#012	From motor pool X	X	X	Surplus	X	X
Facilities	Truck (Pick-up) Dodge 2001 Vehicle# 013	X	X	X	Surplus		
Outreach	Tractor for BK II (International) Purchased 2001 Vehicle# 014	X	X	X	X	X	X
Facilities	Mini Van Purchased 2003 Vehicle# 031	X	X	X	X	Surplus	
Automated Services	Ford E250 Van Purchased 2004 Vehicle# 041	X	X	X	X	X	X

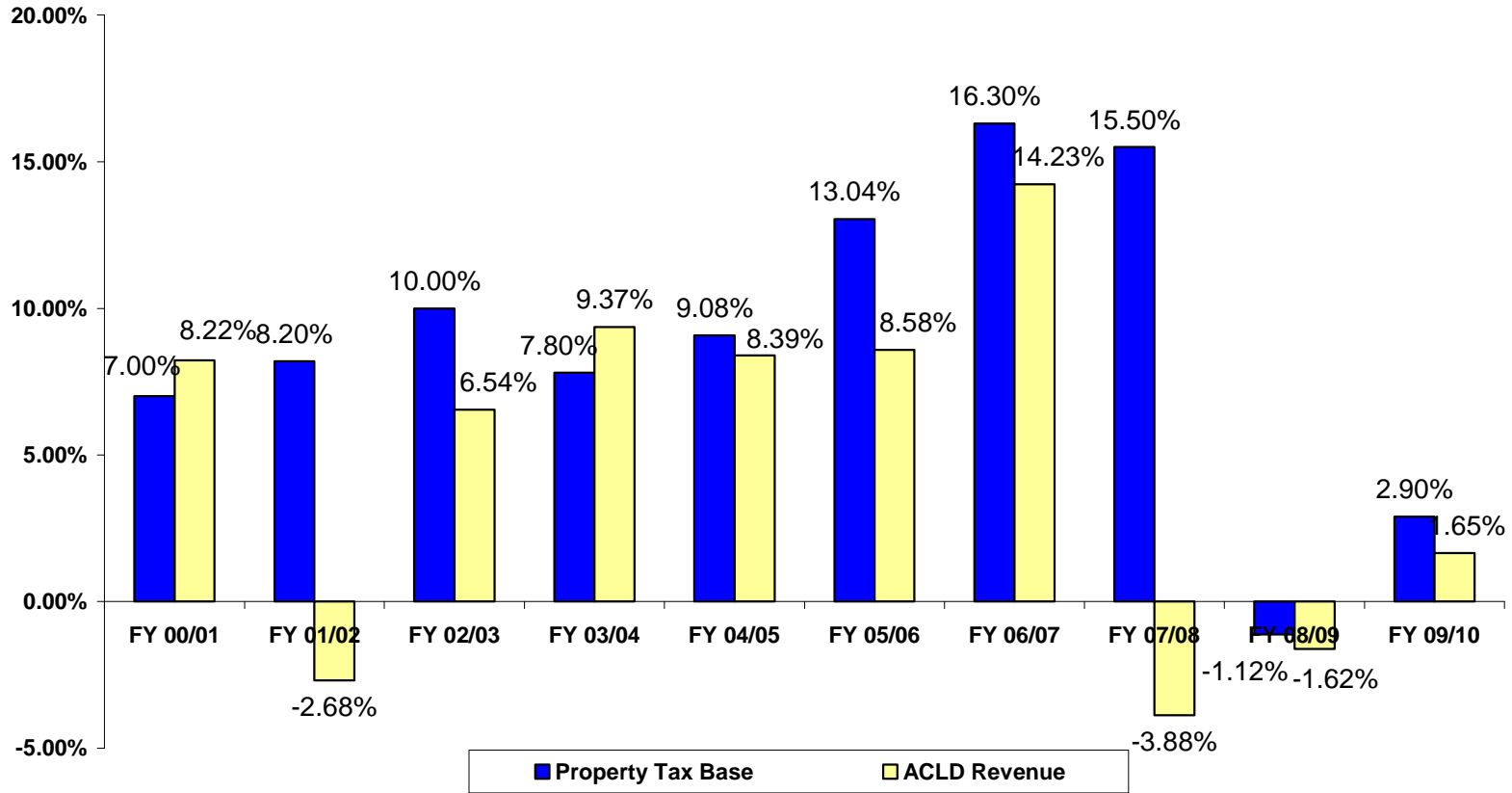
Department	Vehicle	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Automated Services	GM Van Purchased 2005 Vehicle# 051	X	X	X	X	X	Surplus
Facilities	Chevy pick up Purchased 2006 Vehicle# 061	X	X	X	X	X	X
Facilities	Truck (Pick-up ) Purchased 2007 Vehicle# 071	X	X	X	X	X	X
Motor Pool	Ford Taurus Purchased 9/9/08 Vehicle# 091	X	X	X	X	X	X
Outreach	Ford cut-away delivery van Purchased 3/20/09 Vehicle# 092	X	X	X	X	X	X
Facilities	Ford (Pick up) Purchased 3/27/09 Vehicle# 093	X	X	X	X	X	X
Motor Pool	Replacement vehicle# 961 Vehicle#	Purchase X	X	X	X	X	X
Facilities	Replacement of vehicle# 971 Vehicle#		Purchase X	X	X	X	X
Motor Pool	Replacement vehicle# 001 Vehicle#	Purchase X	X	X	X	X	X
Outreach	Replacement of vehicle# 001 Vehicle#		Purchase X	X	X	X	X
Facilities	Replacement of vehicle# 002 Vehicle#			Purchase X	X	X	X
Facilities	Replacement of vehicle# 011 Vehicle# 011			Purchase X	X		
Facilities	Replacement of vehicle#012 Vehicle#				Purchase X	X	X
Facilities	Replacement of vehicle#013 Vehicle#				Purchase X	X	X
Automated Services	Replacement of vehicle#031 Vehicle#					Purchase X	X
Automated Services	Replacement of vehicle#041 Vehicle#						
Motor Pool	Replacement vehicle# 051 Vehicle#						Purchase X
<b>Department</b>	<b>Vehicle</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>
TOTAL IN SERVICE		20	20	21	21	21	20

"Key" to Replacement Plan: X = Own this vehicle in the designated year, XX = Trailer, Surplus = Sell vehicle in the designated year.

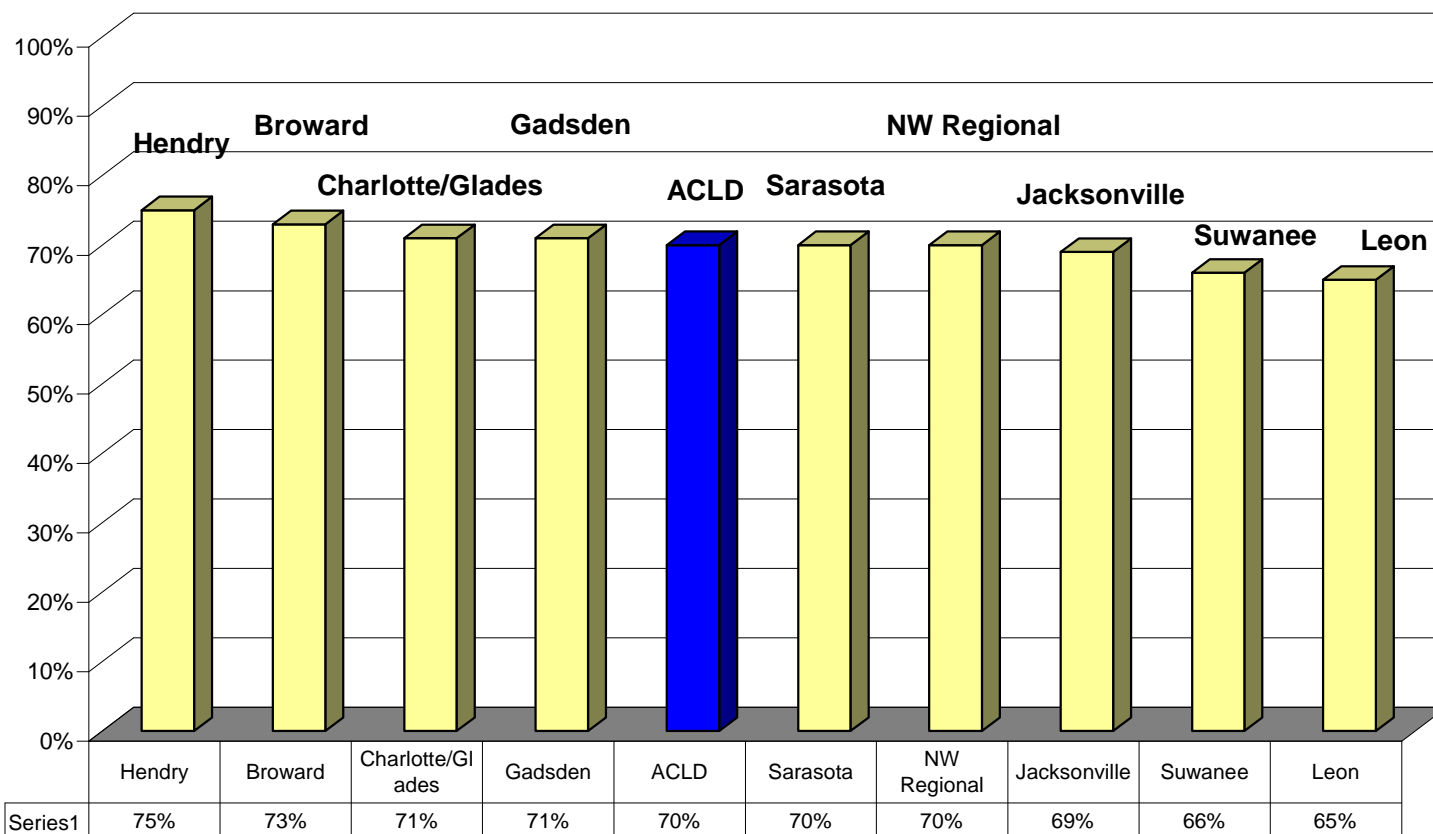
# ALACHUA COUNTY TAX BASE GROWTH FY 2001 THROUGH FY 2010



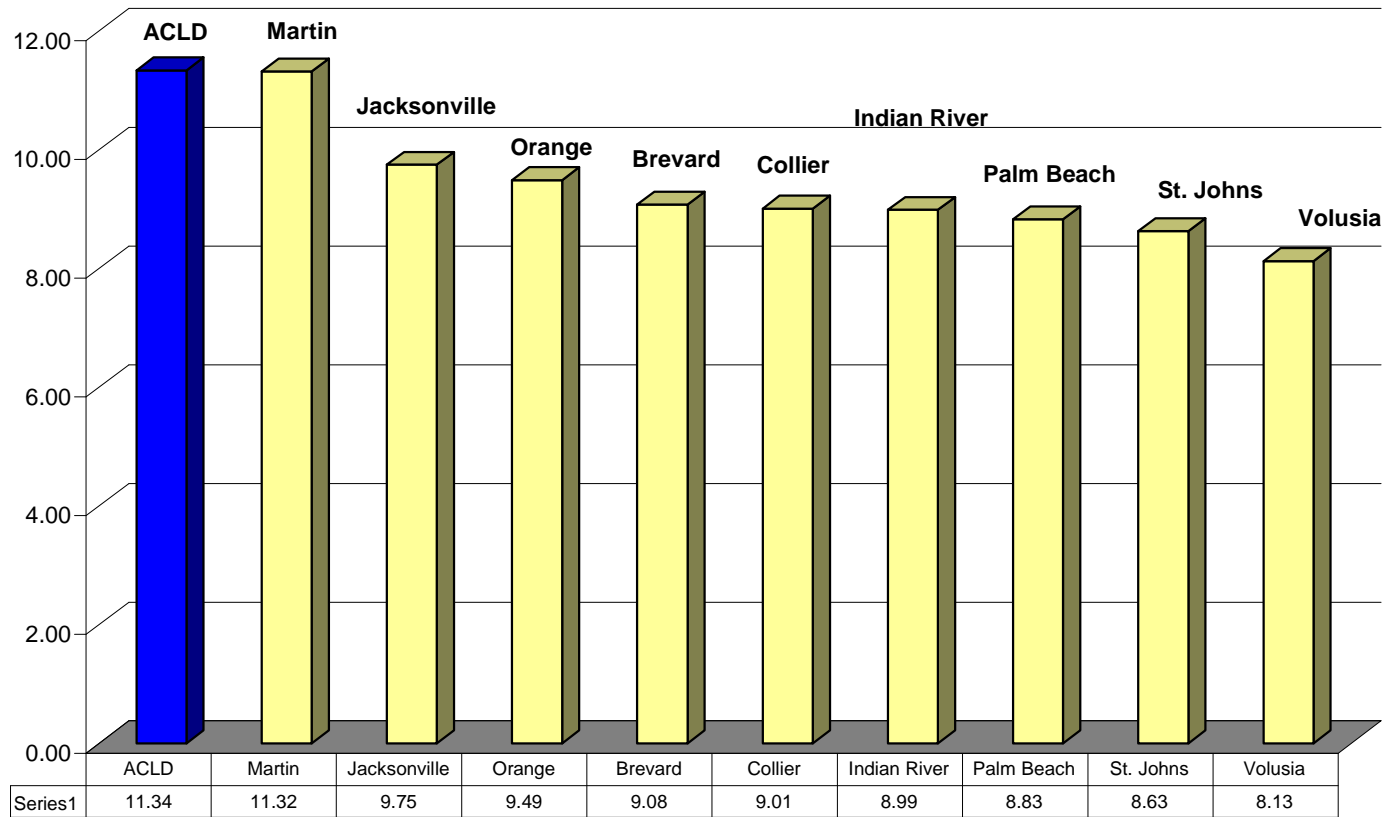
### Property Tax Base and ACLD Revenue Comparison FY 2001 - FY 2010



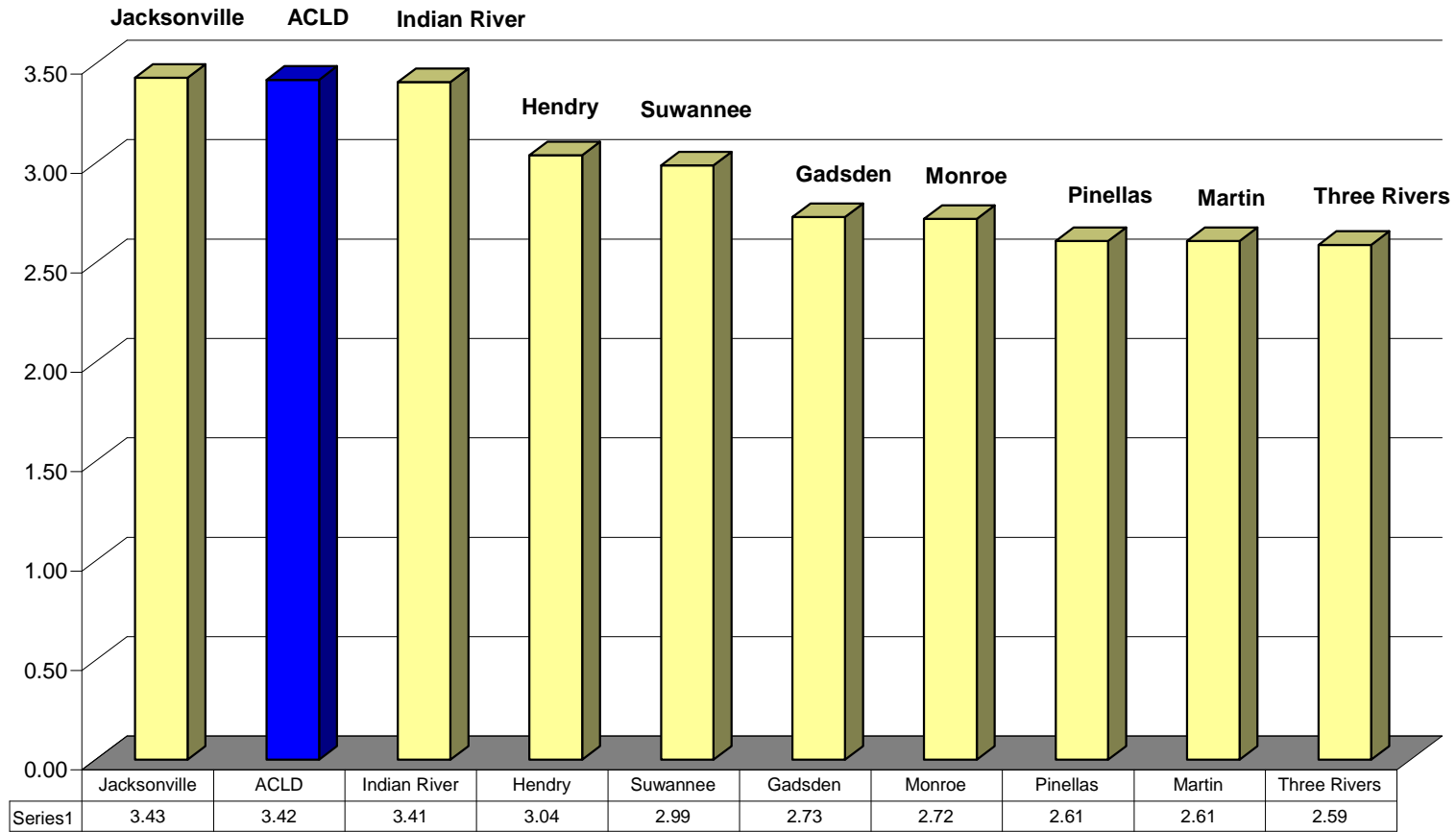
## Registered Borrowers % of Population Top Ten Florida Libraries FY 2007/08



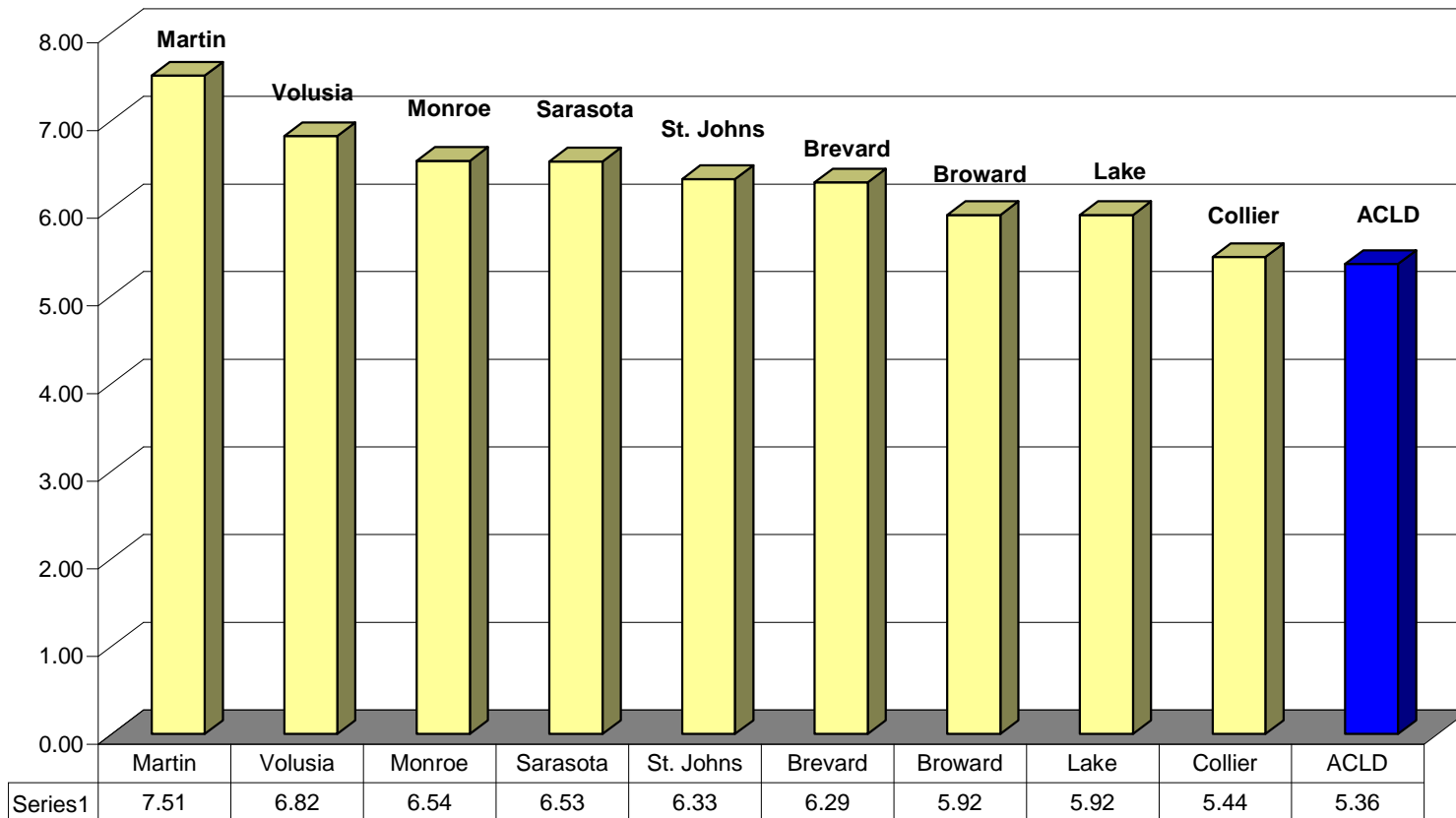
## Items Borrowed Per Capita Top Ten Florida Libraries FY 2007/08



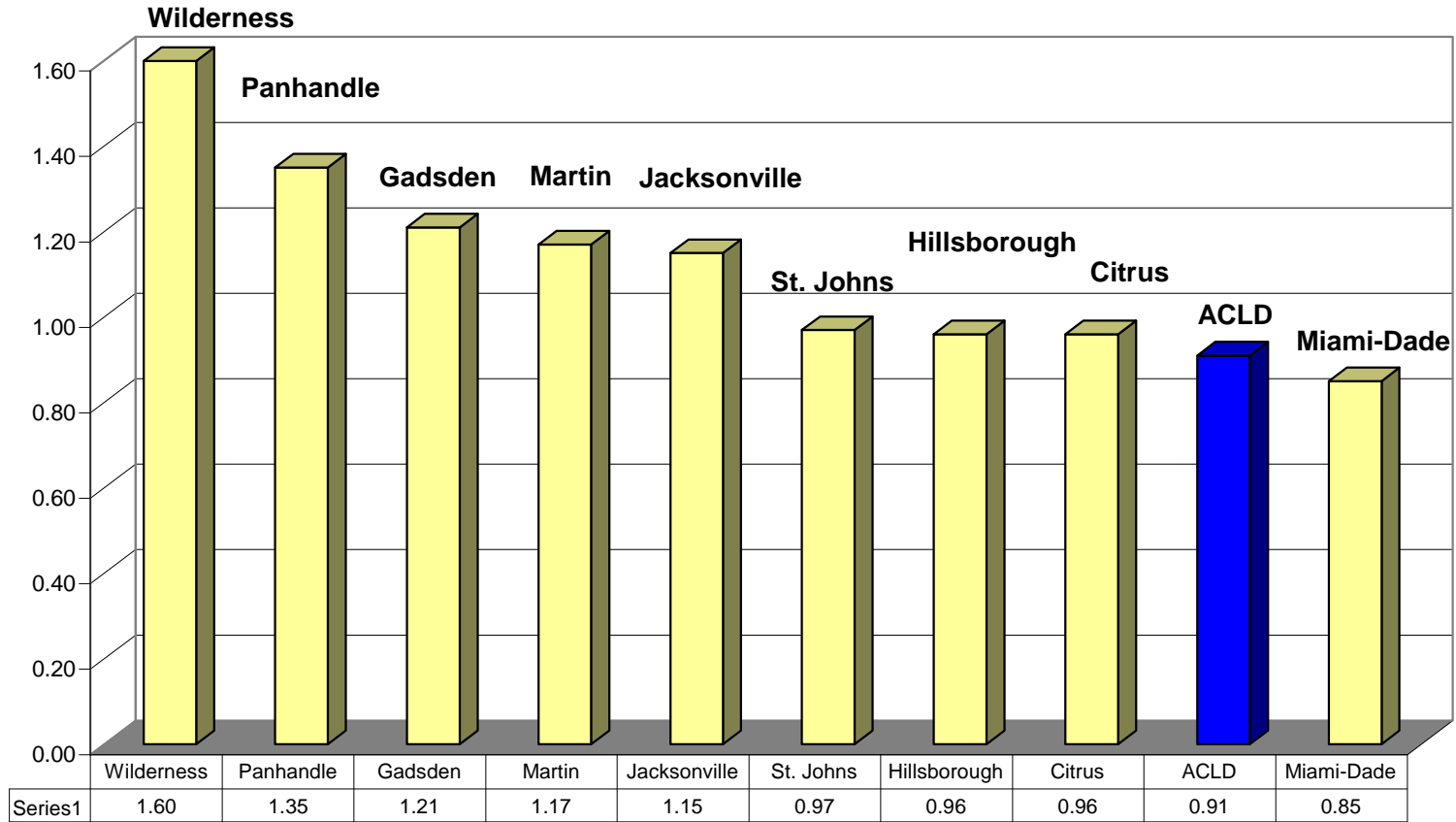
## Materials Per Capita Top Ten Florida Libraries FY 2007/08



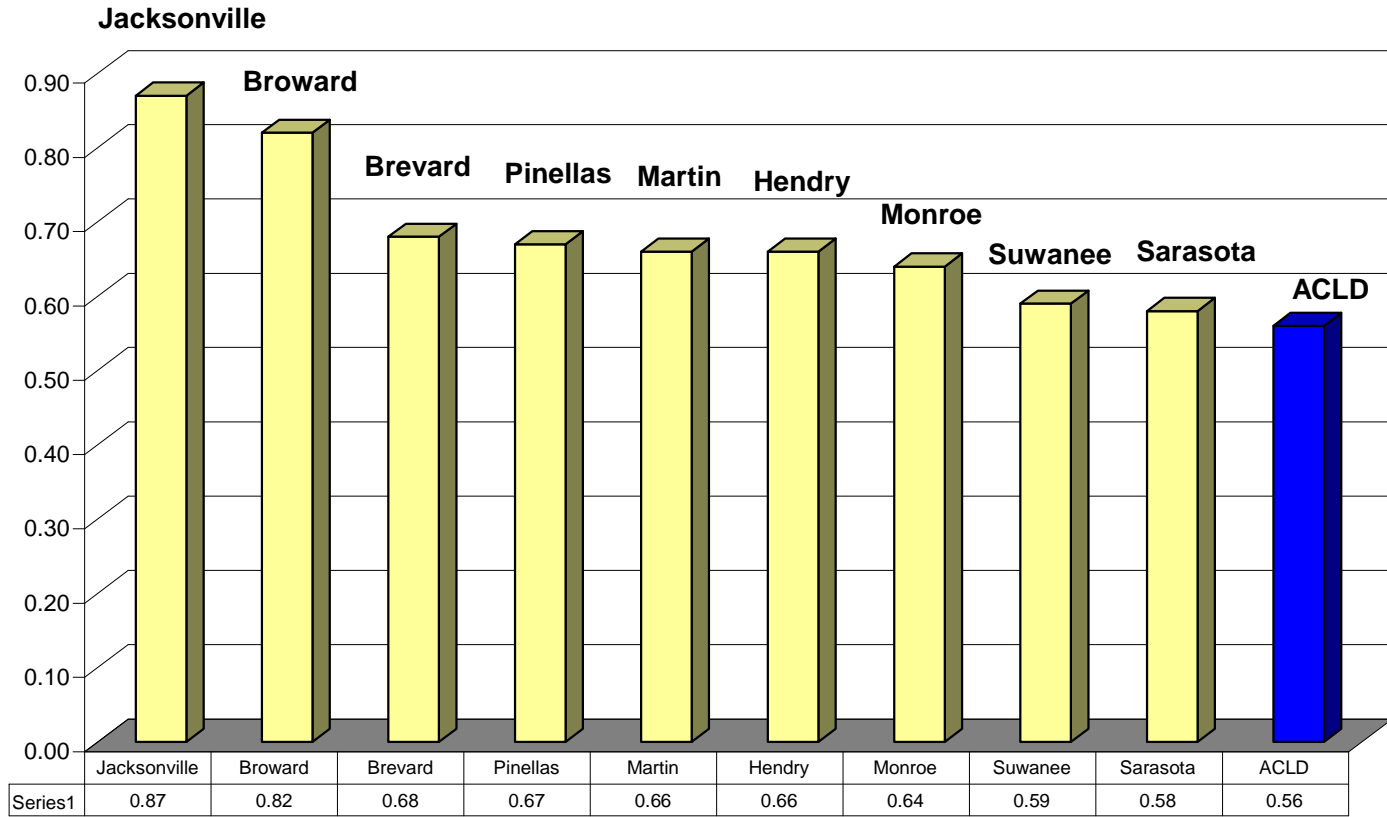
## Library Visits Per Capita Top Ten Florida Libraries FY 2007/08



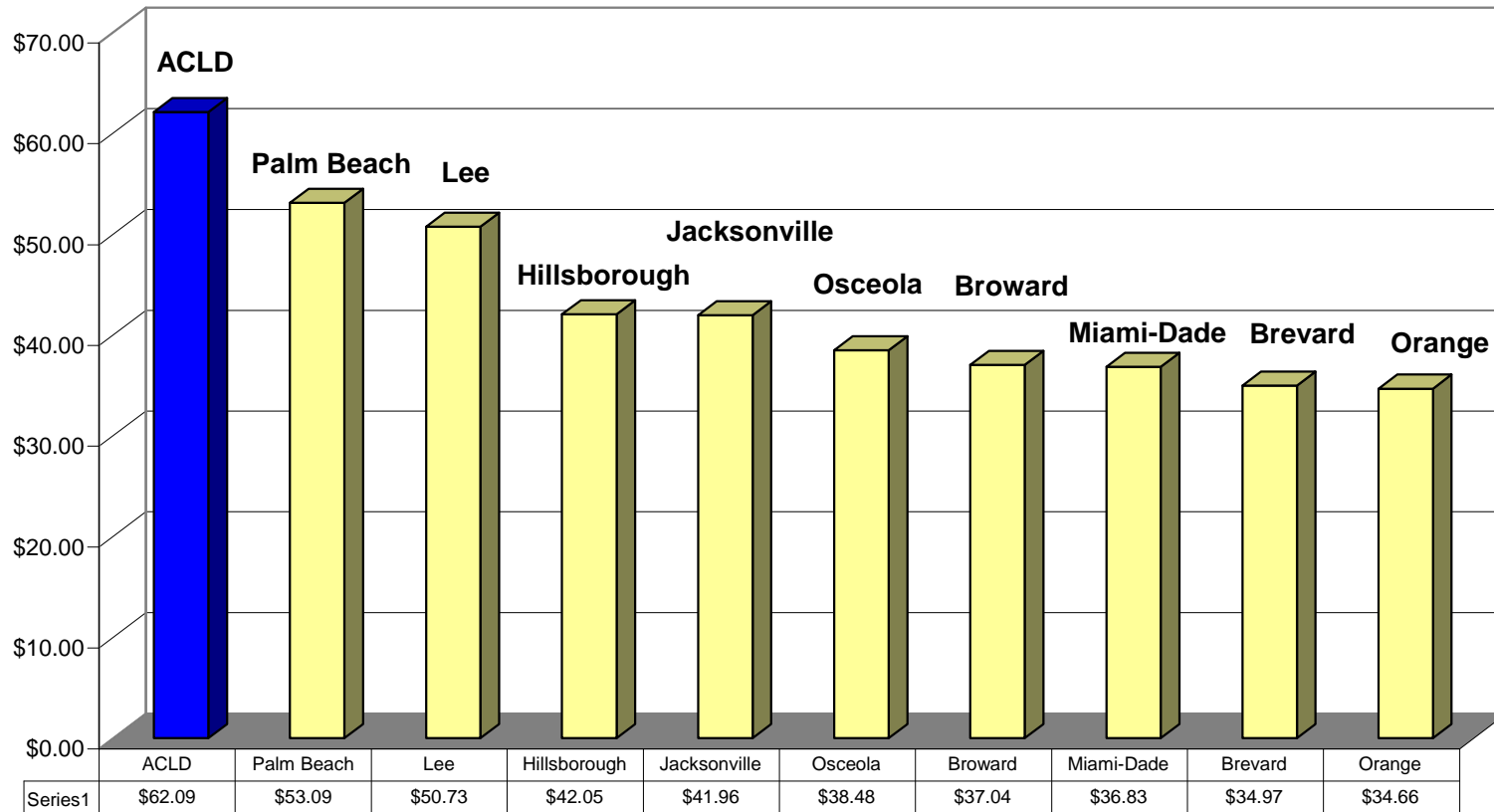
# Internet Computers Per 1,000 Citizens Top Ten Florida Libraries FY 2007-08



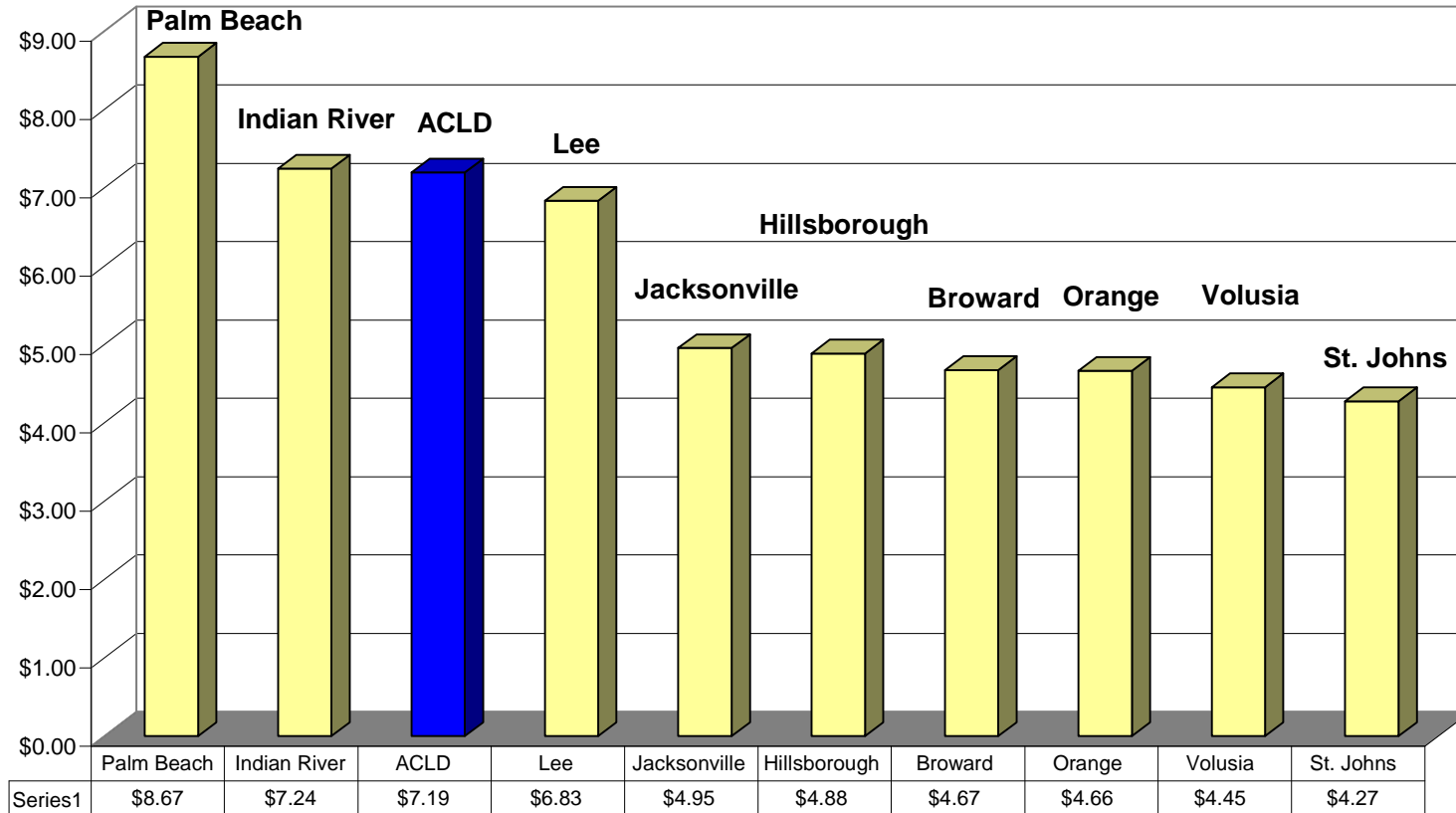
# Square Feet Per Capita Top Ten Florida Libraries FY 2007/08



## Local Funding Support Per Capita Top Ten Florida Libraries FY 2007/08



## Materials Expenditures Per Capita Top Ten Florida Libraries FY 2007-08



## FTE Staff Per 1,000 Citizens Top Ten Florida Libraries FY 2007/08

