

PALM BEACH COUNTY
 BOARD OF COUNTY COMMISSIONERS
AGENDA ITEM SUMMARY

Meeting Date: August 22, 2023 Consent Regular
 Ordinance Public Hearing

Department:

Submitted By: _____ County Library/Administration

Submitted For: _____ County Library/Administration

I. EXECUTIVE BRIEF

Motion & Title: **Staff recommends motion to approve:** The County Library's FY2024 - FY2028 Strategic Plan and FY2024 Action Plan.

Summary: This Plan represents the Library's mission statement, goals and objectives, and strategic plan for FY2024 through FY2028. This process of strategic planning is done in conjunction with the State's requirements for libraries receiving State Aid grant funds and with the County's budget process. The Library Advisory Board endorsed this Plan with Resolution 23-01, dated July 10, 2023. The Plan for FY2024 - FY2028 has undergone a complete revision to address community needs by reflecting recent changes, including those brought about by the COVID-19 pandemic, along with the public's demand for electronic resources and access to evolving technology, and population growth. While continuing to meet the needs of those who seek traditional services and resource formats, the Library also recognizes the demand for new technology, and for the Library to take a more active role in serving as a bridge to connect Library members with the community services they require.

Highlights of the Plan for FY 2024 include:

- Engaging our communities and partners by promoting and enhancing the role of the Library and offering services beyond the Library's walls;
- Providing free access to resources and services that reflect and engage Palm Beach County's diverse communities and people;
- Offering a diverse range of activities designed to enrich, stimulate and engage members from early literacy through adulthood;
- Providing a welcoming environment, both physically and virtually, to spark creativity, stimulate thoughtful conversation and encourage collaboration;
- Serving as a bridge for community members to access social services.

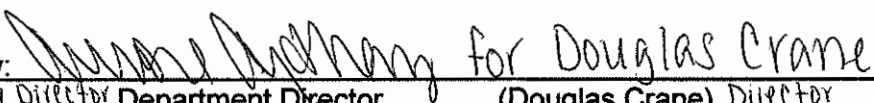
Countywide (AH)

Background and Justification: The development of a long-range plan and its approval by the Board of County Commissioners, as the governing body, is a State requirement for all libraries to be awarded funds under the State Aid to Libraries Program. The purpose of the County Library's plan is to provide strategic guidance for the delivery of library services over the next five years. It is based on goals set in the FY 2024 Budget. From 2022-2023, the Library System conducted a twelve-month strategic planning process to provide a major update to its long-range plan. This process involved community input, staff discussion groups, and analysis of local and national trends.

Attachments:

1. Library Advisory Board Resolution 23-01
2. Library Strategic Plan

Recommended By:

 for Douglas Crane
 Deputy Director Department Director (Douglas Crane) Director

7/26/2023
 Date

Approved By:


 Assistant County Administrator (Todd Bonlarron)

8/3/23
 Date

II. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact:

Fiscal Years	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Capital Expenditures	<u>4,810,915</u>	<u>5,051,461</u>	<u>5,304,034</u>	<u>5,569,235</u>	<u>5,847,697</u>
Operating Costs	<u>76,160,995</u>	<u>79,969,045</u>	<u>83,967,497</u>	<u>88,165,872</u>	<u>92,574,165</u>
External Revenues	<u>(754,643)</u>	<u>(792,375)</u>	<u>(831,994)</u>	<u>(873,594)</u>	<u>(917,273)</u>
Program Income (County)	<u>3,974,711</u>	<u>4,173,447</u>	<u>4,382,119</u>	<u>4,601,225</u>	<u>4,831,286</u>
In-Kind Match (County)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
NET FISCAL IMPACT	<u>84,191,978</u>	<u>88,401,577</u>	<u>92,821,656</u>	<u>97,462,739</u>	<u>102,335,875</u>
# ADDITIONAL FTE POSITIONS (Cumulative)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Is Item Included in Proposed Budget? Yes X No _____
Budget Account No.: Fund 1180 Agency 320 ORG 3200 Object Various

Reporting Category _____

B. Recommended Sources of Funds/Summary of Fiscal Impact:

Requested Department Budget for FY 2024 is pending final approval and based on estimated expenditures and appropriations. The proposed FY 2024 Budget is sufficient to cover the first year of the FY2024-2028 Strategic Plan.

C. Departmental Fiscal Review: Alicia Garrow
(Alicia Garrow, Director Library Finance & Facilities)

III. REVIEW COMMENTS:

A. OFMB Fiscal and/or Contract Dev. And Control Comments:

Lucy Matis 7/27/2023
MG 7/27 OFMB

N/A
Contract Dev. And Control

B. Legal Sufficiency:

Anne Delkand 8/13/23
Assistant County Attorney

C. Other Department Review:

Department Director

This summary is not to be used as a basis for payment.

Resolution 23-01

**Library Advisory Board
of the
Palm Beach County Library System**

Whereas, the Library Advisory Board represents the Library to the Board of County Commissioners in matters pertaining to library service; and

Whereas, our role is to provide policy, budget, and other recommendations to the Board of County Commissioners; and

Whereas, the purpose of the Library's strategic plan is to provide strategic guidance for the delivery of library services over the next five-year period; and

Whereas, Library staff has diligently researched and prepared the FY 2024-2028 Strategic Plan; and

Whereas, this Board has reviewed the Library's Strategic Plan and the Action Plan FY 2024, and supports its adoption;

NOW THEREFORE BE IT RESOLVED that the Library Advisory Board of the Palm Beach County Library System, meeting on July 10, 2023, voted to endorse the Palm Beach County Library System's Strategic Plan for FY 2024-2028 and Action Plan FY 2024.



Megan Bob, Vice Chair

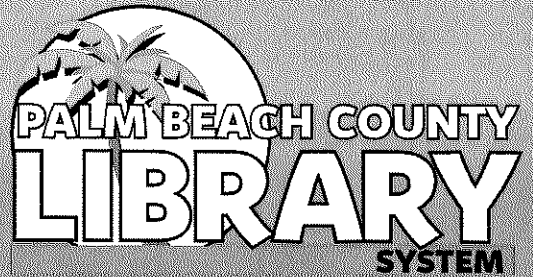
STRATEGIC PLAN *FY 2024-2028* & ACTION PLAN *FY 2024*



CONNECT

INSPIRE

ENRICH



ACKNOWLEDGEMENTS

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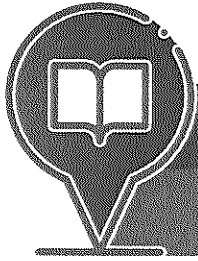
CONNECT

INSPIRE

ENRICH



COMMUNITY DEMOGRAPHICS



Library District Population

2023 - 1,003,826 *estimated*

2000 - 731,460

37%

Increase in
2023 over 2000

Information below is according to 2021 American Community Survey:
<https://censusreporter.org/profiles/05000US12099-palm-beach-county-fl>



2021 Population by Age

- Under 18
- 18 to 64
- 65 and over



2021 Population by Race & Ethnicity

- Black/African American
- Hispanic
- White
- Other



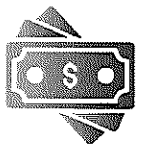
2021 Education

- No degree
- High School
- Some College
- Bachelor's
- Post-grad



2021 Language Spoken at Home

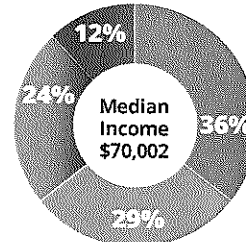
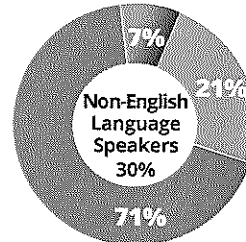
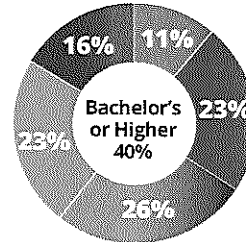
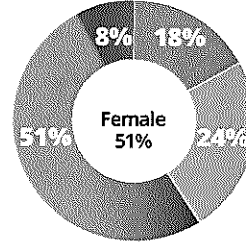
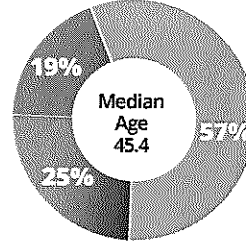
- English
- Spanish
- Other



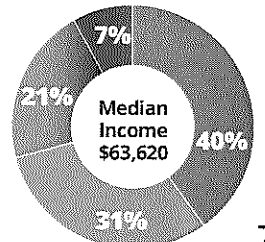
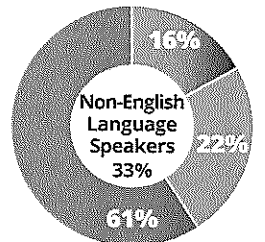
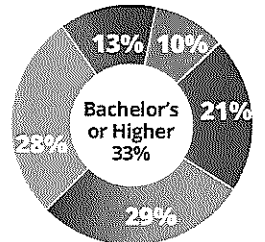
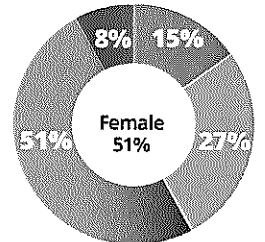
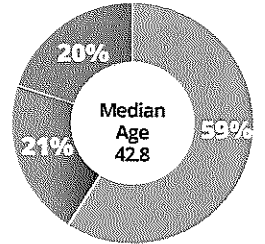
2021 Income per 2.5 Person Household

- Under \$50K
- \$50K - \$100K
- \$100K - \$200K
- Over \$200K

Palm Beach County



Florida



MEMBER SERVICES

We provide free access to all library holdings in a variety of formats: books, DVDs, streaming videos, digital magazines, e-books, downloadable audiobooks and music. Primary services include providing the type and quantity of materials that meet public expectations, registering new borrowers, offering voter registration, reserving materials for borrowers and circulating special items such as birding backpacks, civics and citizenship kits and mobile hotspots. In FY2022, the Library lent over 7.8 million items.

COMMUNITY ENRICHMENT

We provide access to the online catalog and other electronic resources as well as information about services and activities through the Library's website; deliver small business development and job search assistance; reach out to the community through literacy tutoring to adult nonreaders and other services; partner with the School District to provide summer lunches and snacks to children; and offer informational, cultural and literature-based activities and events for adults.

RESEARCH SERVICES

We provide timely, accurate and useful information to people of all ages in their pursuit of job-related, educational and personal interests. Primary services include answering information inquiries from on-site, telephone, email, text and chat; providing research assistance by recommending and expanding information sources and strategies; instructing Library members in the use of electronic resources; providing referrals for information and requested materials located in other agencies or libraries; and developing collection materials and resource guides for a variety of subjects and interests. The Library's community research service strengthens local government and community agencies by providing information and document delivery for policy formulation and program management. In FY2022, the Library answered over 821,000 research questions.



"The library is a space for the community to visit no matter their social or economic status. Everyone deserves a safe space where they can learn anything their heart desire with the right tools at no cost."

Member Quote

COMMUNITY FEEDBACK

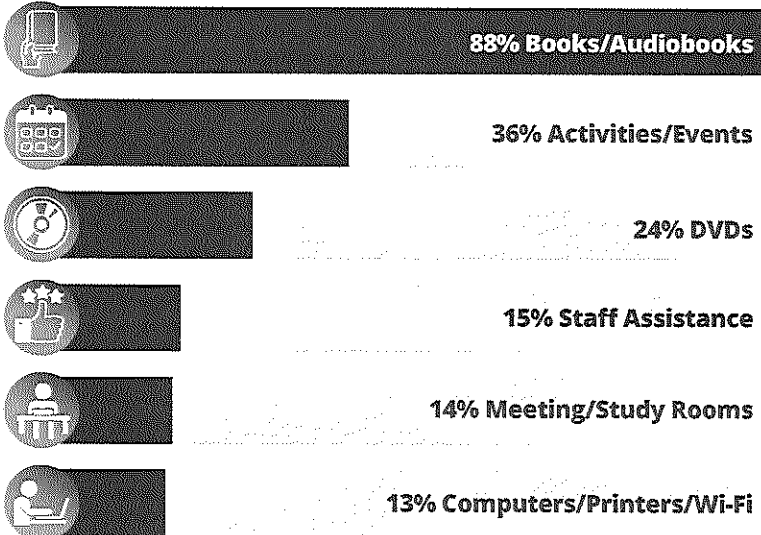
Statistics below are from the Palm Beach County Library System 2023 Community Survey

PHYSICAL LIBRARY STATISTICS

55% of Members feel more books will enhance the Library

Visit Frequency: **36%** Visit Weekly **36%** Visit Monthly

Main Reasons Members Visit

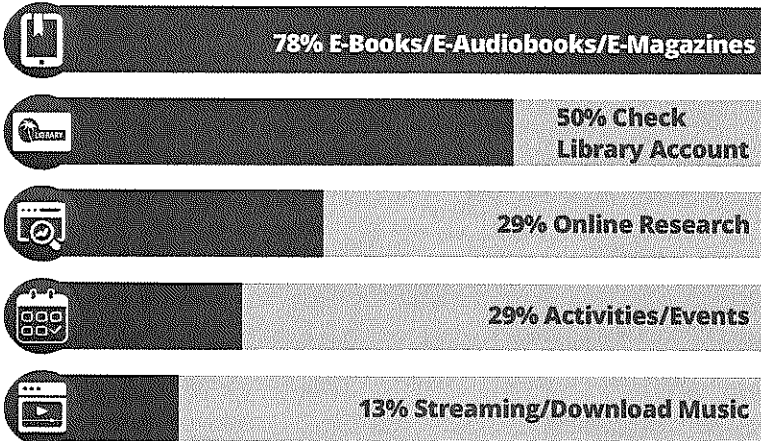


VIRTUAL LIBRARY STATISTICS

66% of Members use virtual services

Visit Frequency: **27%** Visit Daily **27%** Visit Weekly

Main Reasons Members Visit



As a vital part of the strategic planning process, Library staff sought the input of the community. Community forums were held at Library locations across the County, both in-person and virtually, where residents gave their feedback concerning the community's needs and ways the Library can help meet those needs.

Additional feedback was obtained through staff forums, an in-house survey, a survey for non-users and from suggestions from children and teens. The information gained from this feedback serves as the basis for the FY2024 - FY2028 Strategic Plan.

This Plan was developed by Library staff with input from the Board of County Commissioners, the Library Advisory Board, the Friends of the Palm Beach County Library, County Administration, partnering organizations and Library users.

"Every visit to the library shows an enthusiastic and well diversified pool of users — All ages, sexes and races. A community asset."

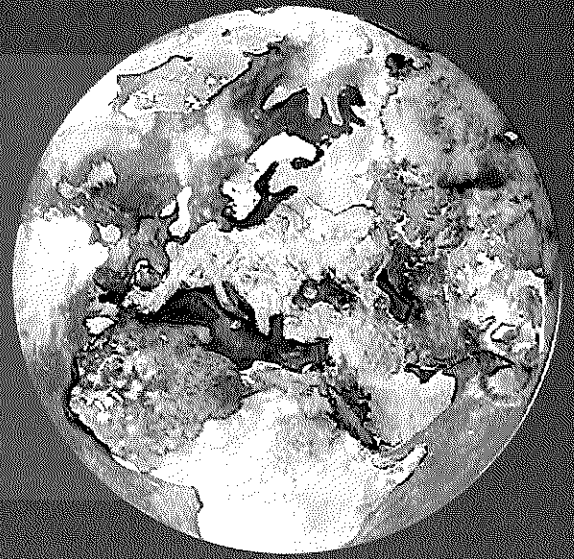
Member Quote

"The library is critical for students and adults of all ages to expand their knowledge, exercise critical thinking and maintaining literacy."

Member Quote

OUR VISION

Opening minds
to a world of
unlimited
possibilities.



OUR MISSION

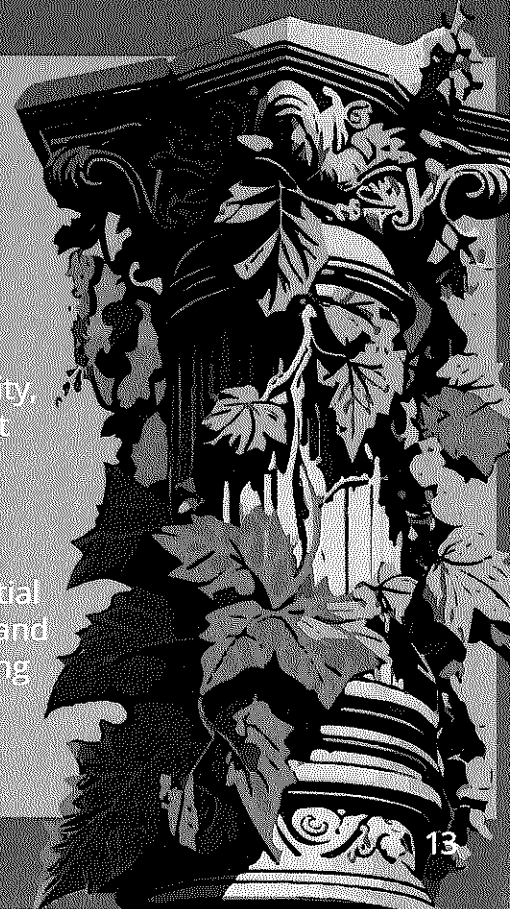
Connect
communities,
inspire thought
and enrich
lives.

OUR VALUES

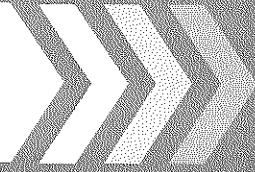
Service: We deliver outstanding service with kindness, integrity and respect.

Community: We build community, respond to needs and strive to reflect diversity in our staff, collections, activities and services.

Access: We provide free, confidential and equitable access to information and ideas, and are committed to protecting intellectual freedom for all.



STRATEGIC PRIORITY #2



INSPIRE THOUGHT

Goals:

We will inspire thought by:

Providing free access to resources and services that reflect and engage Palm Beach County's diverse communities and people.

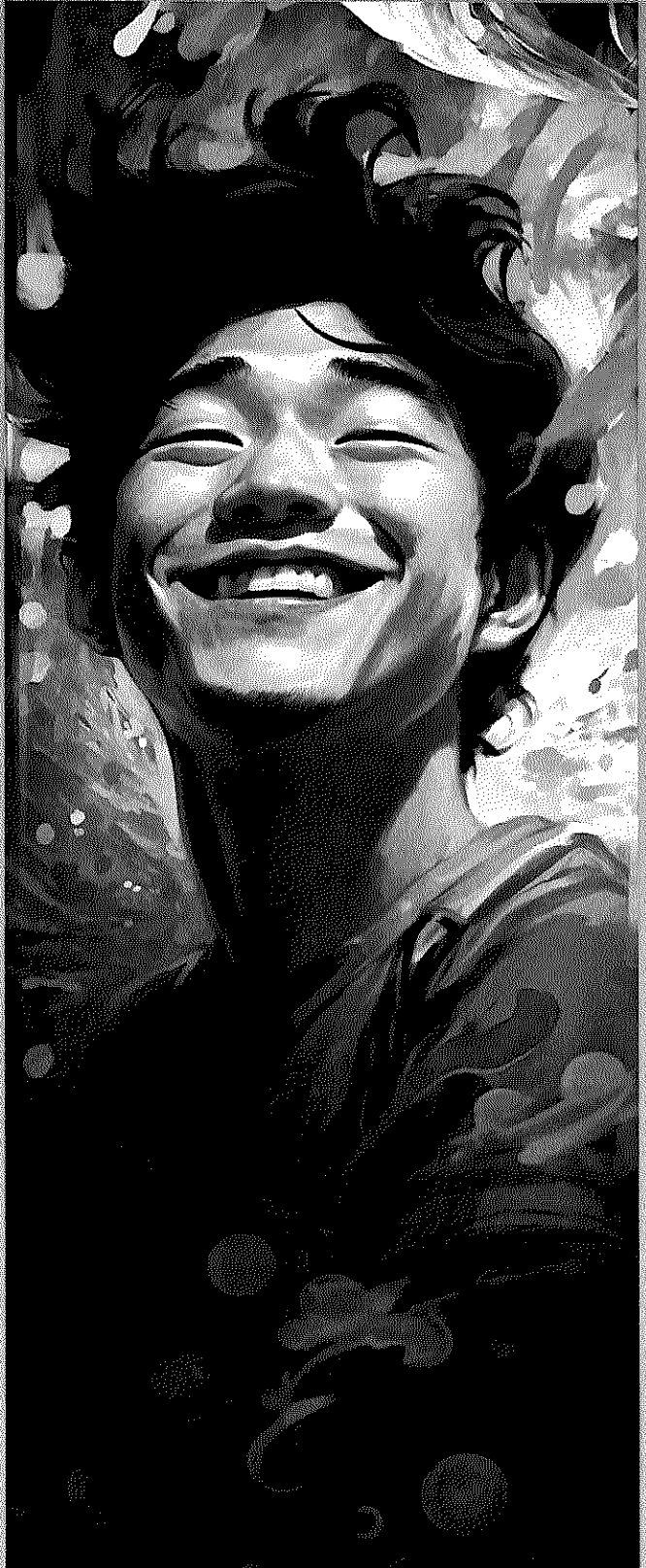
Offering a diverse range of activities designed to enrich, stimulate and engage members from early literacy through adulthood.

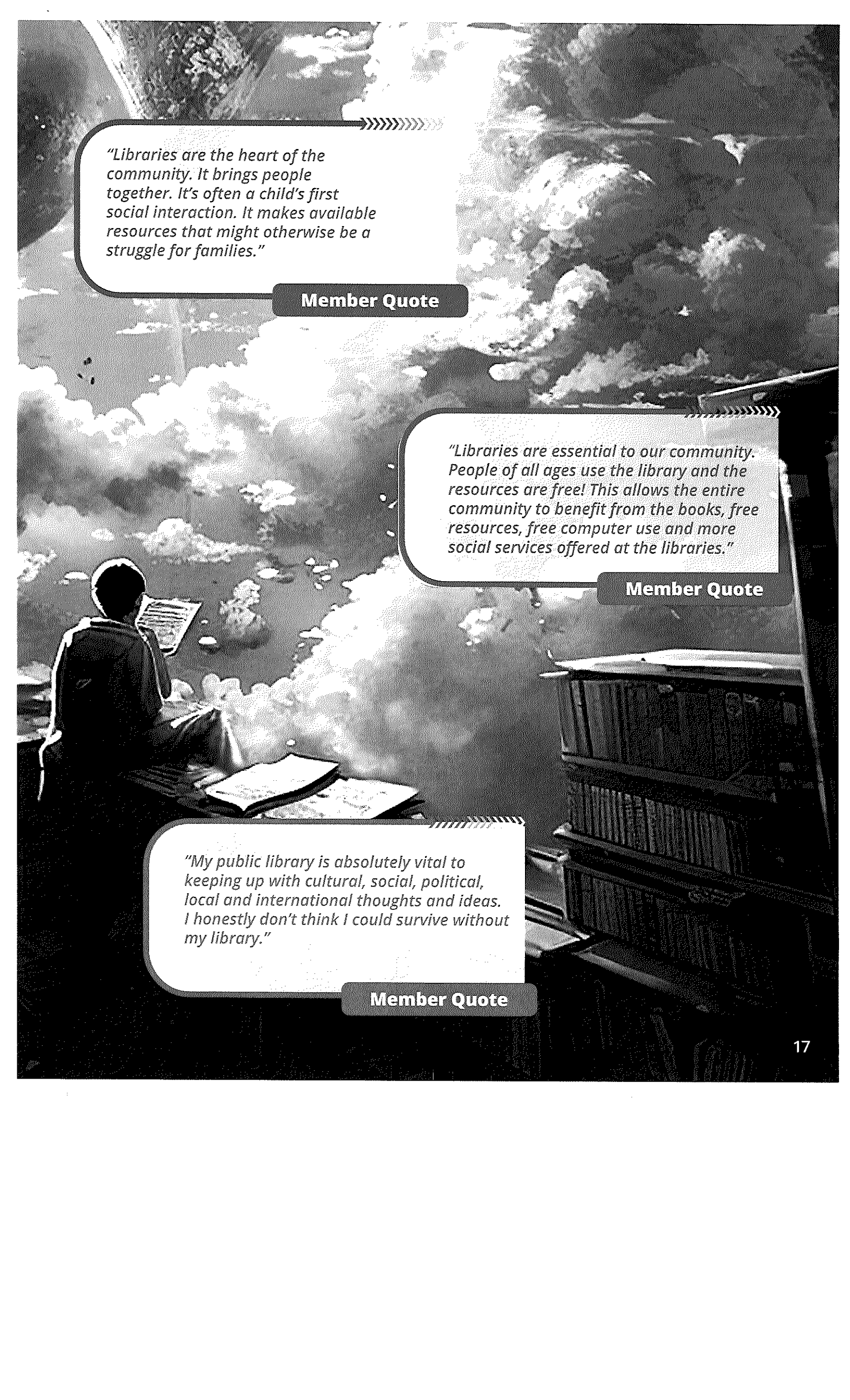
Strategies:

- Provide access to physical and electronic resources as well as research services through a variety of methods.
- Analyze the community's collection needs and evaluate new lending opportunities.
- Design activities to connect children and teens with opportunities that support their pursuit of knowledge and stimulates their curiosity.
- Engage adults in lifelong learning through educational, cultural and social experiences.
- Address the needs of people with disabilities through classes, workshops and other activities.

Measuring success:

Items circulated, circulated items per capita, research transactions, survey results and activity attendance.





"Libraries are the heart of the community. It brings people together. It's often a child's first social interaction. It makes available resources that might otherwise be a struggle for families."

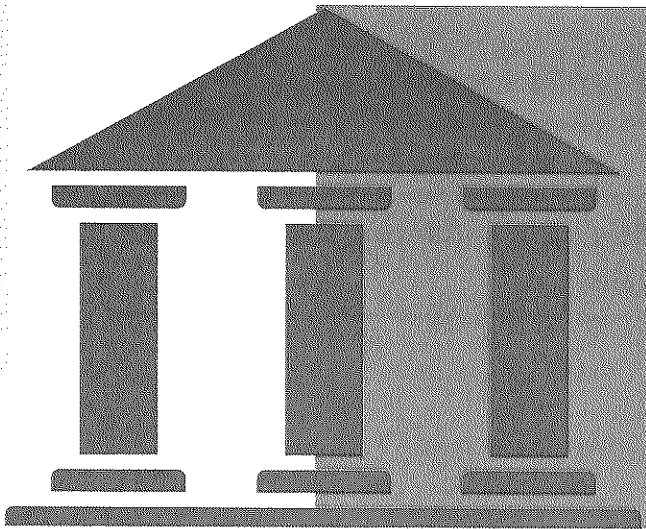
Member Quote

"Libraries are essential to our community. People of all ages use the library and the resources are free! This allows the entire community to benefit from the books, free resources, free computer use and more social services offered at the libraries."

Member Quote

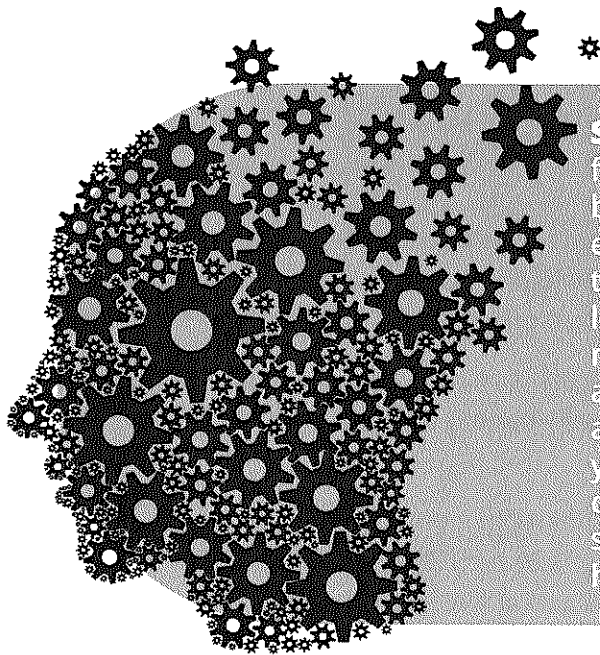
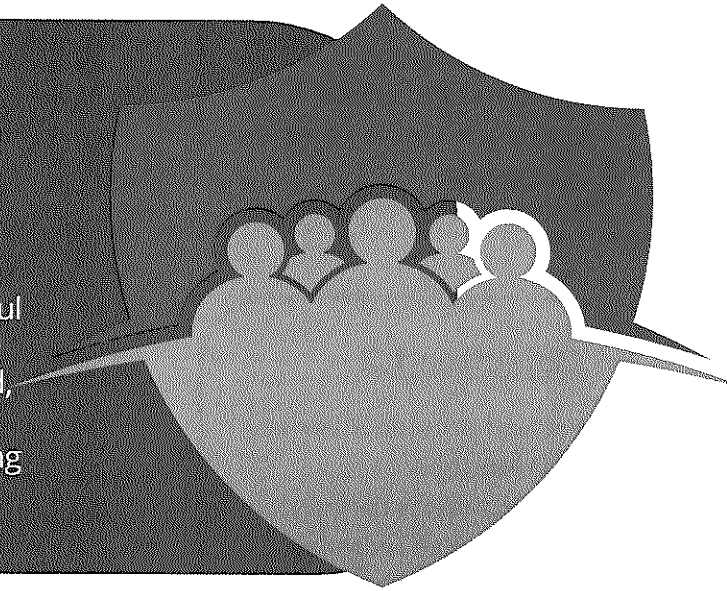
"My public library is absolutely vital to keeping up with cultural, social, political, local and international thoughts and ideas. I honestly don't think I could survive without my library."

Member Quote



Infrastructure The Palm Beach County Library System is comprised of 17 publicly-accessible locations (14 of which are open seven days a week and three of which are open six days a week) and an Annex where many essential library operations take place. Many communities throughout the County's Library District are visited by the Bookmobile, which makes 30 hours' worth of stops every two weeks. The Library plays an important role in connecting communities through the County's digital infrastructure, including a robust web management system and also by offering free Wi-Fi and computer hardware/software in all Library locations, Wi-Fi in our parking lots 24/7 and through the lending of mobile Wi-Fi hotspots.

Public Safety Library staff participate in the Palm Beach County Reentry Taskforce, attending meetings to collaborate with stakeholders dedicated to providing a pathway to success for individuals returning from incarceration to their communities. The Library has a history of working with various Palm Beach County jails and prisons to offer free materials to inmates as well as workshops on how a Library card can lead to a successful transition. Because limited access to a quality education has an effect on a person's likelihood to be incarcerated, the Palm Beach County Library System offers free online tutoring through its website as well as a thriving summer reading program to combat the "summer reading slide."



Substance Use & Behavior Disorders Individuals facing substance use and behavior disorders will be able to tend to the intellectual, occupational, emotional/social and financial dimensions of wellness through the plethora of resources offered at Library locations and on our website. While the Library hosts many events related to Mental Health Month in May, activities such as yoga, meditation, tai chi and crafting are offered virtually and in-person throughout the year. Additionally, the Library's electronic and physical collections are filled with resources specific to substance use and behavior disorders, including self-help and wellness-related materials.



Goal # 2

We provide free access to resources and services that reflect and engage Palm Beach County's diverse communities and residents.

Objective 2.1

We will provide access to physical and electronic resources to loan a minimum of 8,135,665 (4% over FY2022) items to reflect a circulation of 8.10 items per capita per year.

Activity 2.1.1: Add collections in additional languages based on community needs and feedback.

Activity 2.1.2: Offer two activities for the public and two workshops for staff on Intellectual Freedom-related topics.

Activity 2.1.3: Visit, consult with and evaluate branch collections to ensure selections meet community needs.

Objective 2.2

We will provide access to research services through a variety of methods to achieve a minimum of 821,663 (maintain FY2022) transactions.

Activity 2.2.1: Maintain 25 staffed hours per week on the Ask a Librarian platform.

Activity 2.2.2: Construct and offer two workshops per year on in-demand online research tools for staff.

Activity 2.2.3: Evaluate current research services and solicit feedback and input on future needs and wants of the community.

Activity 2.2.4: Research and implement a system or method to collect feedback/outcomes from Library member interactions with research staff.

Objective 2.3

We will conduct an annual analysis of the community's collection needs and evaluate options for new and upcoming lending opportunities.

Activity 2.3.1: Develop policies and procedures to create and maintain nontraditional collections.

Activity 2.3.2: Maintain current nontraditional collections, such as birding backpacks, STEM/STEAM kits and similar to better meet the needs of the community.

Activity 2.3.3: Add new nontraditional collections as determined by community analysis and feedback.

Goal # 4

We provide a welcoming environment, both physically and virtually, to spark creativity, stimulate thoughtful conversation and encourage collaboration.

Objective 4.1

We will implement a minimum of two new technologies for public use per year based on community needs and feedback.

Activity 4.1.1: Maintain software and hardware to ensure that the digital media labs meet community needs and work with branch location coordinators to train staff and update resources.

Activity 4.1.2: Launch the new web management system and provide orientation and training on its use and features for staff and the public.

Activity 4.1.3: Conduct an annual public survey and an annual staff survey to determine technology needs and implement technological solutions where feasible and appropriate.

Objective 4.2

We will apply user experience design principles to create accessible, welcoming environments resulting in 2,171,786 (1% over FY2022) visits to physical Library locations.

Activity 4.2.1: Survey staff to determine language skills and develop a plan to use skills for translation needs and to assist Library members.

Activity 4.2.2: Evaluate hours, staffing levels, activities and services across the Library System in order to provide optimal, sustainable public service.

Activity 4.2.3: The User Experience Committee will develop customer service standards based on the Library's mission, vision and values, and will design and implement a training program for staff on these standards.

Activity 4.2.4: Conduct an annual public survey to gauge overall Library satisfaction and to assist in determining community needs.

Objective 4.3

We will continually evaluate our physical spaces to identify and implement improvements to ensure that our spaces are inviting, comfortable, clean and safe and meet the needs of our growing community.

Activity 4.3.1: Evaluate existing locations and develop a capital projects plan to prioritize and develop upcoming renovations and projects, including makerspaces/digital media labs/collaboration spaces and outdoor areas.

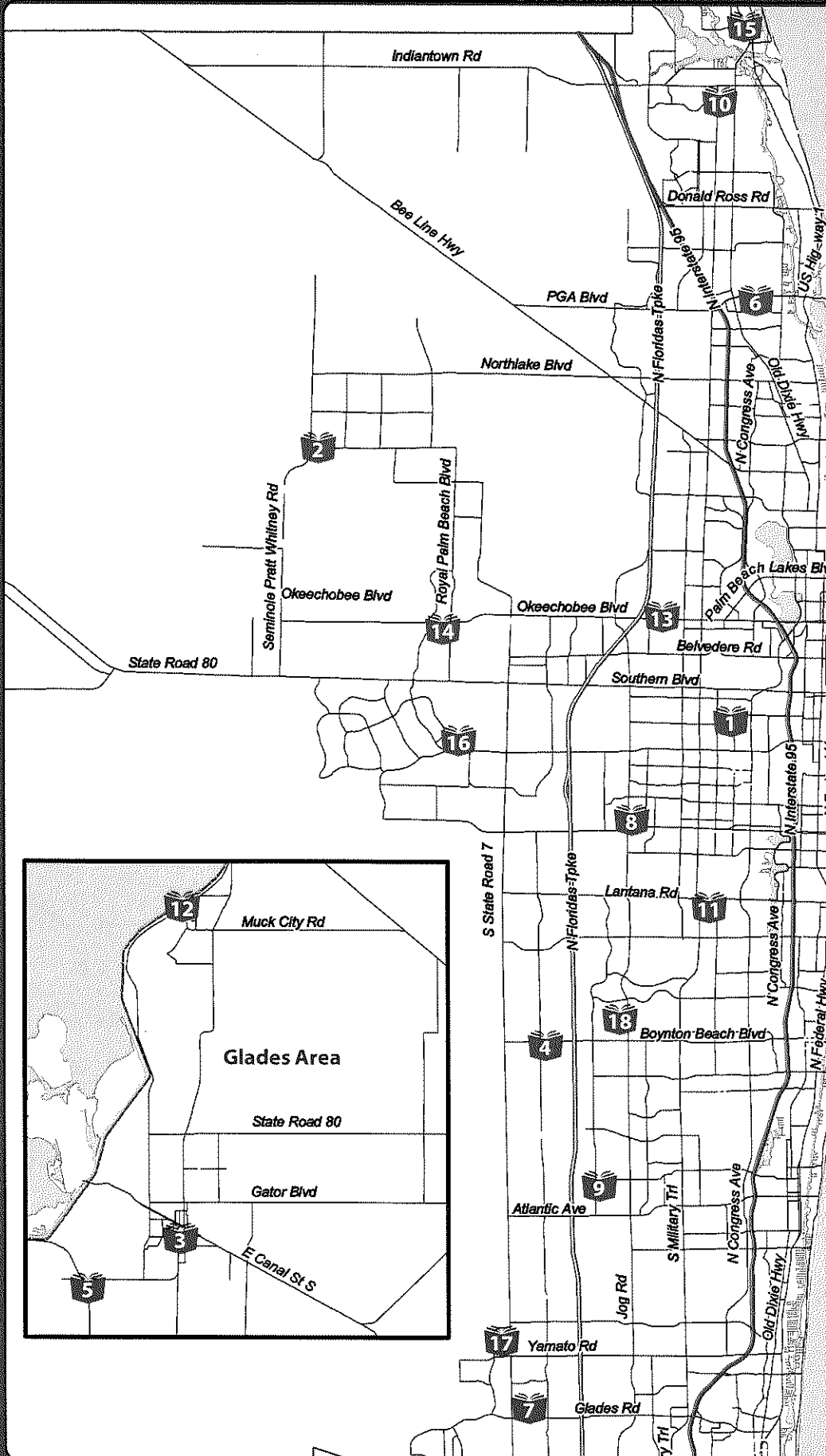
Activity 4.3.2: Assess the feasibility for moving forward with the plans for a new Main Library/Annex facility, including funding and building functionality.

Library Administrative Staff and Strategic Planning Team

Douglas Crane
Library Director

Aurora Arthay
Deputy Library Director

Margaret Barry South Area Coordinator	James Larson Intellectual Resources Manager
Jennifer Bennett Technical Services Manager	Henrik Laursen Jupiter Branch Manager
Jayne Bosio Government Research Services Librarian	Lynlee Lebensart Main Library Manager
Stacey Burford System's Children's Services Librarian II	Max McMillan Information Technology Librarian III
Tom Cipullo Main Library Assistant Branch Manager	Lindsey McMullen Community Engagement Manager
Adam Davis System Services Director	Cat Ng Wellington Branch Manager
Maribel de Jesus Multicultural Outreach Services Librarian	Michelle Quigley Hagen Ranch Road Branch Research Librarian
Jessica Doyle System Children's Services Librarian II	Elizabeth Prior Branch Services Director
Sandra Frens Integrated Marketing & Communications Manager	Sarah Smedley Talking Books Librarian
Marianne Heard Adult Literacy Project Coordinator	Wendy Stacy Administrative Assistant
Jennifer Gallagher Library Training & Technical Assistance Supervisor	Melissa Sunshine Head of Collection Development
Alicia Garrow Library Finance & Facilities Division Director	Andrea Taylor Personnel Services Coordinator
Ron Glass Access Services Manager	Auralia Wellman North Area Coordinator
Robyn Hemond System Children's Services Coordinator	Kristina Wernisch Adult Activities Coordinator
Derek Kolb Library Information Technology Director	Amanda Woolf AV & Electronic Resources Librarian II



The Palm Beach County Library District is a special taxing district that provides library services to unincorporated areas of the County and the following municipalities:

- Atlantis
- Belle Glade
- Briny Breezes
- Cloud Lake
- Glen Ridge
- Greenacres
- Haverhill
- Hypoluxo
- Juno Beach
- Jupiter
- Jupiter Inlet Colony
- Lake Clarke Shores
- Loxahatchee Groves
- Mangonia Park
- Ocean Ridge
- Pahokee
- Palm Beach Gardens
- Palm Beach Shores
- Royal Palm Beach
- South Bay
- South Palm Beach
- Tequesta (Palm Beach County residents)
- Wellington
- Westlake

