



Marion County Public Library System

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Business Plan Fiscal Year 2012-2013



Library
Website



Department
Business Plan



Marion
County
FLORIDA

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Executive Summary

The Marion County Public Library System provides public library services to the residents of Marion County. The Library System is comprised of interdependent libraries and collections designed to make its total resources readily available and accessible to the entire community.

The Marion County Public Library System operations are funded by Marion County ad valorem taxes. The Library System also receives funds from various grants, miscellaneous fines and fees, and an annual State Aid to Libraries grant from the State of Florida.

The residents of Marion County are served by the headquarters library in Ocala and branches in Belleview, Dunnellon, Forest Corners, Ft. McCoy, Marion Oaks, Reddick, and the Freedom Public Library near the State Road 200 corridor. The Marion Bookmobile provides library service to outlying areas of the county. Daycare centers, private schools, retirement complexes, and housing communities in Ocala are served by the Community Bookmobile. The Herman B. Oberman Public Library in Rainbow Lakes Estates, once a part of the system, became an independent library in March 2011.

The System offers a collection of over 561,300 volumes in the eight libraries and two bookmobiles. A broad-based print and non-print collection makes the Marion County Public Library, Headquarters-Ocala the major public library resource in the system. The smaller collections of the community branch libraries are planned to satisfy the most general and frequent needs of the residents. The System has over 225,600 registered borrowers. During FY10-11, over 1,424,600 items were circulated and over 1,223,900 questions were answered. Also during that same period, those visiting the library used over 796,200 items while in the library. Library facilities are open from three to seven days per week.

The Library System is bordered by Alachua, Levy, Citrus, Sumter, Lake, Putnam, and Volusia counties. Of these, the Library System has reciprocal borrowing agreements with Alachua, Lake, Levy and Citrus counties which allow citizens from Marion County to obtain a free library card in the respective counties and vice versa.

Selected statistics appear below which benchmark our library system with the statewide average and compare per capita figures with population peer counties. The statistics demonstrate significantly less operating revenue benchmarked against the state average and three of our population peers. This, in turn, reflects on the volumes per capita as well as the square footage of library space. The lower expenditure per capita does not however translate into a lower percentage of the population which holds a library card nor the number of questions asked.

Data	Operating Expenditure per Capita	Volumes per Capita	% Pop. With Library Card	Square Footage per Capita	Reference Transactions per Capita
State Average	\$30.05	2.03	52%	0.5	1.59
Marion	\$20.17	1.52	62%	0.35	3.56
Lake	\$26.49	1.89	40%	0.63	1.33
Manatee	\$23.48	1.22	29%	0.33	1.40
Collier	\$31.85	1.99	65%	0.56	0.61

Source: 2009-10 Florida Library Statistics provided to the State Library of Florida

Historically, library funding has not kept pace with the population explosion in Marion County and funding for all public sector organizations is expected to remain severely constrained over the next several years. Meanwhile, the costs of providing library service continues to increase, particularly in the areas of collections, technology, human resources, building construction, and infrastructure maintenance. Limited funding increases will restrict the Library's ability to respond in a timely manner to emerging needs and priorities.

The Marion County Public Library System presents an efficient operation, managed and operated with prudence and resourcefulness. Staff plan and present top-notch programs for children, teens and adults, provide quality customer service, design functional as well as beautiful new libraries, go the extra mile to participate as part of a team and creatively use the available resources.

The Marion County citizens who utilize the programs and services that the library offers also benefit from the generous monetary and volunteer support of our various Friends of Library organizations. The Friends of the Library purchase library materials, fund marketing efforts, children's and adult programs, purchase furniture and equipment, fund program refreshments, help employees pay for tuition and pay for staff training opportunities. Additionally, augmenting our staff efforts are our volunteers. Last fiscal year volunteer hours represented 6 full-time equivalent staff members. Some of the responsibilities of our volunteers includes: participating in outreach efforts and activities, answering the telephone, shelving materials, teaching computer classes, physically processing materials and presenting programs.

The Marion County Public Library System *is* a vital community center that educates, informs, enriches, empowers and entertains.



Business Description & Vision

Marion County Public Library System Long Range Plan 2011-2014

Vision

The Marion County Public Library System is a vital community center that educates, informs, enriches, empowers and entertains.

Mission

The Mission of the Marion County Public Library System is to enhance the quality of life of the Marion County Community by:

- Providing convenient access to information
- Nurturing personal growth and lifelong learning
- Fostering a literate community and
- Stimulating and encouraging an interest in reading and learning among youth.

To guide our work with each other and the community we serve, we value and are dedicated to the following:

- A well-trained staff
- Quality customer service
- Respect for the individual
- Teamwork and partnerships
- Free and equal access to information
- Responsible stewardship of taxpayer resources and
- Welcoming physical and virtual environments.

Goals

Goal 1: The Marion County Community will have convenient access to information, both physically and virtually.

Goal 2: The Marion County Community will find resources and services at the Public Library which nurture personal growth and lifelong learning.

Goal 3: The Marion County Community will find resources and services at the Public Library to become a more literate community.

Goal 4: Marion County youth will find resources and services at the Public Library which stimulate and encourage their interest in reading and learning.

Implementation Statement

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

Marion County Public Library System Goals and Objectives 2011-2014

Goal 1: The Marion County Community will have convenient access to information, both physically and virtually.

Physical

Objective 1.1 Collections

Procedures and practices are such that library materials are made available in a timely manner.

Objective 1.2 Facilities

Activities associated with the pursuit of new facilities in Silver Spring Shores, Marion Oaks and West Ocala and the expansion of the Freedom Public Library will occur according to the allocation of funds and an approved Marion County Capital Improvement Plan.

Objective 1.3

Continue to provide a safe and welcoming physical environment in which to utilize library services.

Objective 1.4

Post sufficient internal and external signage to guide library users.

Objective 1.5 Public Service Hours

Increase the number of public service hours at Reddick Public Library and Ft. McCoy Public Library.

Objective 1.6 Reciprocal Borrowing Agreements

Maintain reciprocal borrowing agreements with geographically contiguous counties.

Virtual

Objective 1.7 **Library Catalog**

Investigate the feasibility of providing a content rich experience through a graphical interface.

Objective 1.8

Link local library collection information with electronic resources/databases to aid the public in using library resources.

Objective 1.9

Investigate the feasibility of implementing language options within the library catalog software.

Objective 1.10 **Library Web Page**

Improve access to library resources via the library web page. Children, teens and parents will find items, information and links of interest that are tailored for age appropriateness.

Objective 1.11

Provide mobile-based access to the library web page and to the library catalog.

Objective 1.12

Provide online access to library services such as events, calendars, meeting rooms, applications and forms.

Objective 1.13

Use website-based analytics to gather information for planning purposes.

Objective 1.14

Explore the feasibility of the expansion of materials in eBook format.

Objective 1.15

Investigate the possibility of the inclusion of downloadable audio books.

Objective 1.16 **Printing**

Investigate options for patrons to print wirelessly from their own digital devices.

Goal 2: The Marion County Community will find resources and services at the Public Library which nurture personal growth and lifelong learning.

Objective 2.1 Community Involvement

Encourage individual and group participation in the development of the library collection through monetary and material donations.

Objective 2.2

Create a presence on the library web site to encourage donations in general.

Objective 2.3

Increase the library volunteer base at each library.

Objective 2.4 Coordinate with Local Events

Continue to identify library resources which coordinate with local interests and events.

Objective 2.5 Technology

Continue to participate in the statewide *Ask a Librarian* program.

Objective 2.6

Continue to provide basic and intermediate classes on how to use computers, software, the Internet and proprietary databases.

Objective 2.7

Continue to provide classes on new technologies and web trends as they are needed and partner with the appropriate agencies, as needed.

Objective 2.8

Create online tutorials to help users navigate library technology and the Web.

Objective 2.9 Programs, Classes and Meetings

Continue to provide programs, training classes and interest group meetings at library facilities and continue to partner with the appropriate agencies, as needed.

Objective 2.10

Continue to provide programs and services which support the development of job skills and the opportunity for employment and continue to partner with the appropriate agencies, as needed.

Objective 2.11 Staff Training

Develop increased skills through staff training sessions in order to better provide local history and business services assistance, reference/readers' advisory assistance, technology assistance and assistance for special needs users.

Goal 3: The Marion County Community will find resources and services at the Public Library to become a more literate community.

Objective 3.1 Early Literacy

Continue to provide programs and services to support early literacy development.

Objective 3.2 Information Literacy

Continue to provide information literacy training so that residents have the skills to search for, locate, evaluate and effectively use information to meet their needs.

Objective 3.3 Literacy

Continue to collaborate with organizations that provide literacy services.

Objective 3.4 Publicity to Non-User Populations

Continue to publicize library services to non-user populations.

Goal 4: Marion County youth will find resources and services at the Public Library which stimulate and encourage their interest in reading and learning.

Objective 4.1 Academic Support

Develop programs and services to provide students with homework help.

Objective 4.2

Provide supplemental support for both home school and public/private school curricula.

Objective 4.3

Continue to provide field trip/tours of the library.

Objective 4.4

Maintain existing and develop new collaborative relationships with local educators and community organizations.

Objective 4.5

Continue to encourage reading for enjoyment.

Objective 4.6 Programs

Continue to provide in-house children's programming.

Objective 4.7

Develop an Internet safety program to share with children, teens and parents.

Objective 4.8

Continue to provide offsite preschool, children's and teen-oriented programming.

Objective 4.9 Young Adult Involvement

Continue to provide young adults the opportunity for input on library programs, services and issues.

2011

Community Survey Report



Marion County
Public Library System

2011 Marion County Public Library System Community Survey Report

Summary

As part of its continuing efforts to address the needs of an ever-changing community, the library began the process of updating its long range plan in April, 2011. In addition to the basic need for long range planning to maintain a forward-thinking organization, the planning process is also driven by an eligibility requirement for State Aid to Libraries. State Aid to Libraries requires that libraries have a long range plan that is approved by the governing body. The governing body for the Marion County Public Library System is the Marion County Board of County Commissioners.

Taking into consideration the increased utilization of library services over the past five years, library staff realized that a successful long range plan needed to reflect the needs, interests and concerns of the community. A community survey, available in both print and online formats, was developed as an instrument to capture input from both library users and non-users. The survey was made available to the public throughout the month of May, 2011, and was heavily promoted as indicated below. A total of 1,944 survey responses were received as a result.

The staff of the Marion County Public Library System wishes to thank the many Marion County residents who took the time to complete the survey, and share their ideas and suggestions for how we may better serve the public.

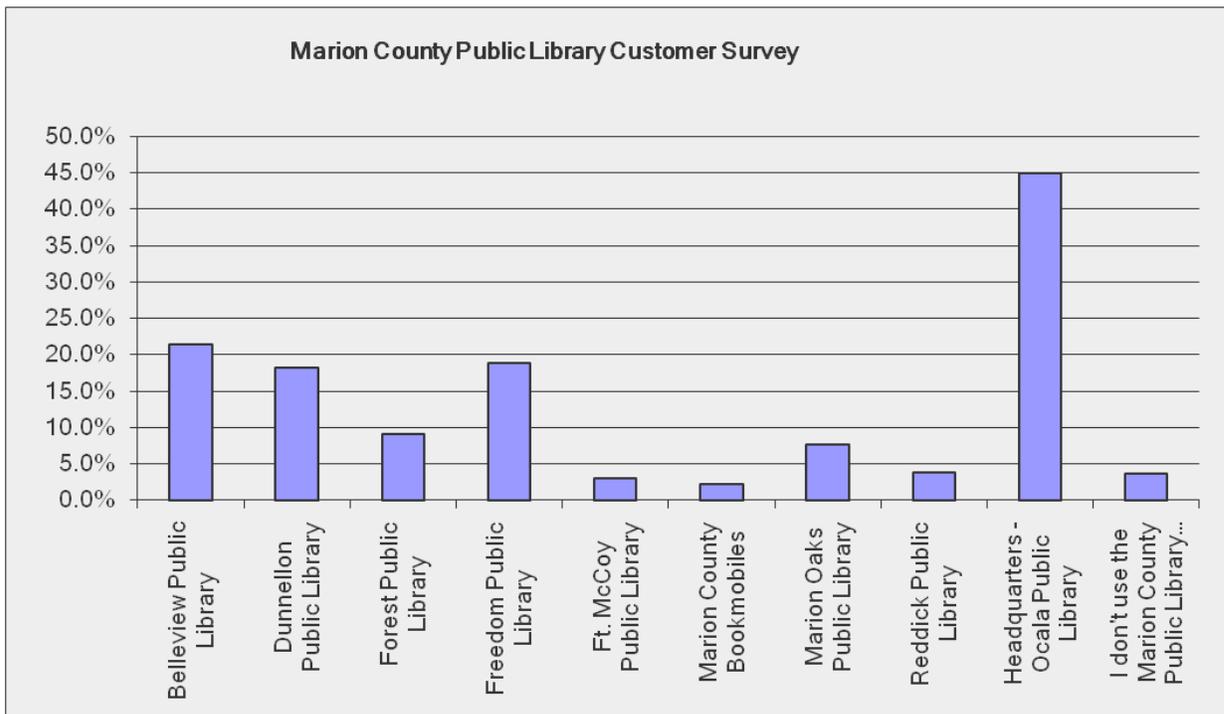
Survey Promotion

- Survey links on the library website and Marion County Spotlight
- Press release and advertising in area newspapers
- Fliers and posters at all public library locations
- Staff outreach to library community partners
- Library staff embedded e-mail messages
- Library e-news and RSS feeds

2011 Marion County Public Library System Community Survey Report

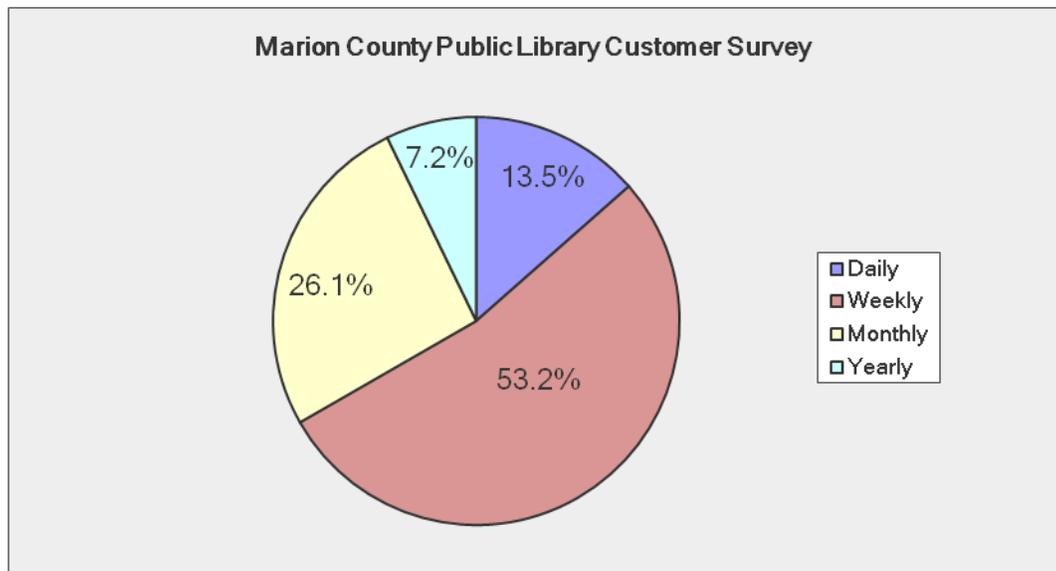
1. Which branch or branches of the Marion County Public Library System do you use? (Please check all that apply.)

Answer Options	Response Percent	Response Count
Bellevue Public Library	21.4%	410
Dunnellon Public Library	18.2%	350
Forest Public Library	9.1%	174
Freedom Public Library	18.8%	361
Ft. McCoy Public Library	3.1%	60
Marion County Bookmobiles	2.3%	45
Marion Oaks Public Library	7.6%	146
Reddick Public Library	3.9%	74
Headquarters - Ocala Public Library	44.9%	863
I don't use the Marion County Public Library System	3.6%	69
<i>answered question</i>		1920
<i>skipped question</i>		24



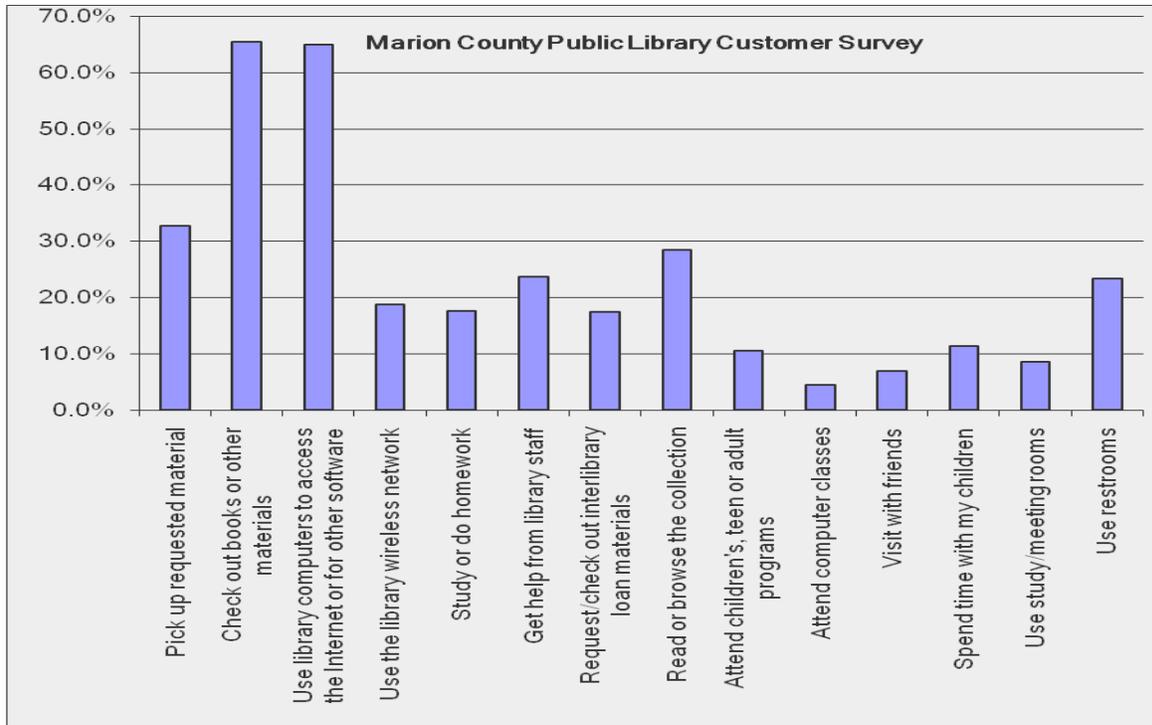
2. How often do you visit a branch of the Marion County Public Library System?

Answer Options	Response Percent	Response Count
Daily	13.5%	243
Weekly	53.2%	956
Monthly	26.1%	469
Yearly	7.2%	130
<i>answered question</i>		1798
<i>skipped question</i>		146



3. What do you typically do when you visit a Marion County Public Library System building? (Please check all that apply.)

Answer Options	Response Percent	Response Count
Pick up requested material	32.8%	588
Check out books or other materials	65.4%	1172
Use library computers to access the Internet or for other software	64.9%	1163
Use the library wireless network	18.8%	336
Study or do homework	17.6%	315
Get help from library staff	23.7%	424
Request/check out interlibrary loan materials	17.5%	314
Read or browse the collection	28.4%	508
Attend children's, teen or adult programs	10.6%	190
Attend computer classes	4.4%	78
Visit with friends	6.9%	123
Spend time with my children	11.3%	203
Use study/meeting rooms	8.5%	153
Use restrooms	23.4%	419
Other (please specify).		130
<i>answered question</i>		1791
<i>skipped question</i>		153

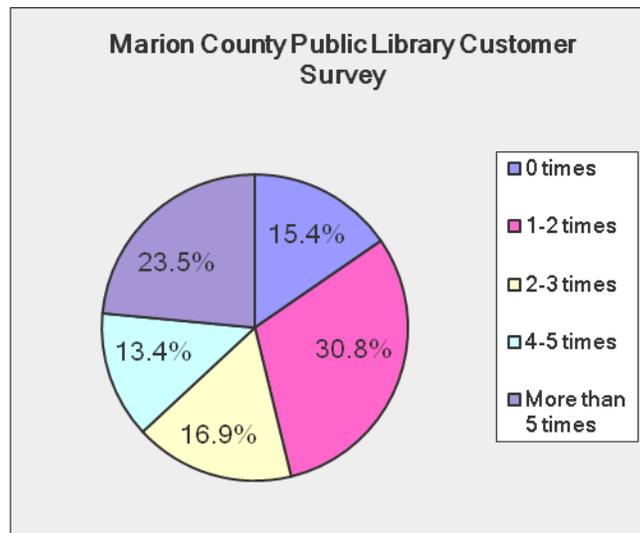


4. How much do you agree with the statements below?

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Rating Average	Response Count
I feel safe in the Marion County Public Library System's buildings.	1303	423	7	8	14	1.29	1755
The Marion County Public Library System's buildings are clean and well maintained.	1322	367	13	8	12	1.27	1722
The Marion County Public Library System's hours are convenient.	933	572	145	49	21	1.64	1720
The public computers are available when I need them.	771	603	70	22	217	2.00	1683
I am satisfied with the children's, teen, adult or computer programs.	713	434	30	10	451	2.42	1638
The Marion County Public Library System's website is easy to use.	904	560	58	14	147	1.78	1683
The Marion County Public Library System's staff are friendly, helpful, knowledgeable and responsive.	1273	403	10	9	17	1.30	1712
I usually find what I want when I access the Marion County Public Library System.	1001	568	53	9	56	1.55	1687
Other (please specify).							113
answered question							1763
skipped question							181

5. In a typical month, how many times do you visit the Marion County Public Library System website (including the online catalog and online databases)?

Answer Options	Response Percent	Response Count
0 times	15.4%	264
1-2 times	30.8%	528
2-3 times	16.9%	290
4-5 times	13.4%	230
More than 5 times	23.5%	403
Other (please specify).		48
answered question		1715
skipped question		229

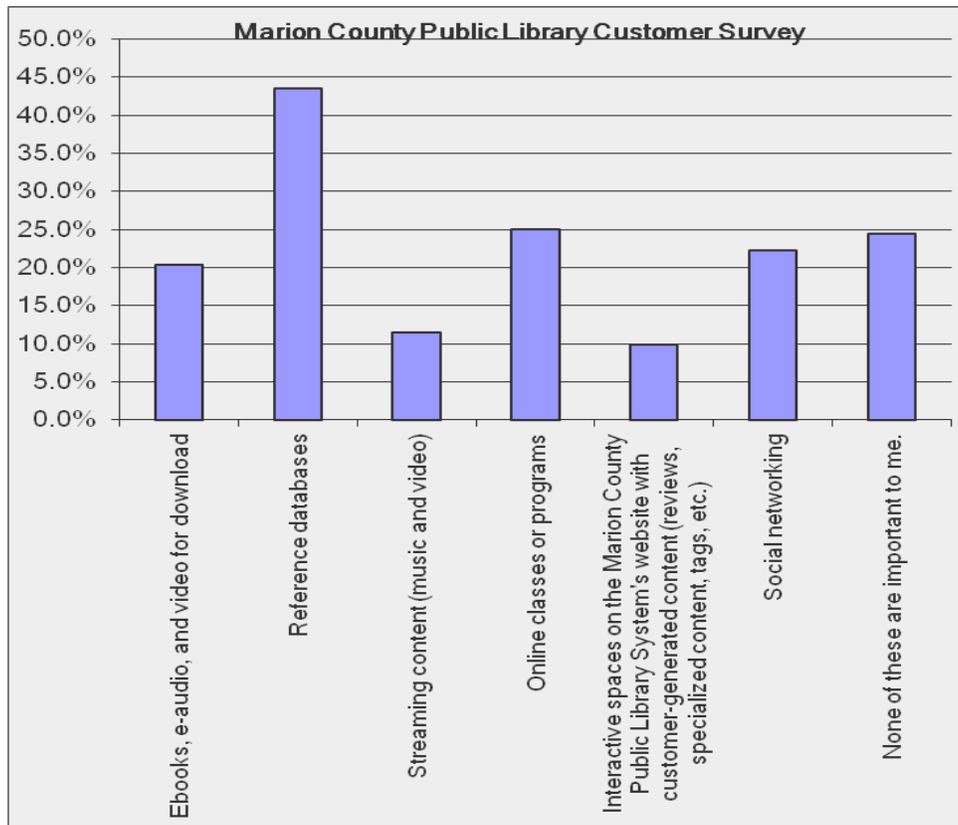


6. Please indicate how much you agree or disagree with the following statements about the Marion County Public Library System's website and online catalog.

Please indicate how much you agree or disagree with the following statements about the Marion County Public Library System's website and online catalog.							
Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Rating Average	Response Count
I can easily find the information I am looking for on the Marion County Public Library System's website.	755	633	59	8	210	1.97	1665
I can easily find the materials I want in the Marion County Public Library System's online catalog.	701	584	67	13	269	2.12	1634
The Marion County Public Library System's website offers all the functionality I need.	675	587	84	18	264	2.15	1628
Other (please specify).							75
answered question							1671
skipped question							273

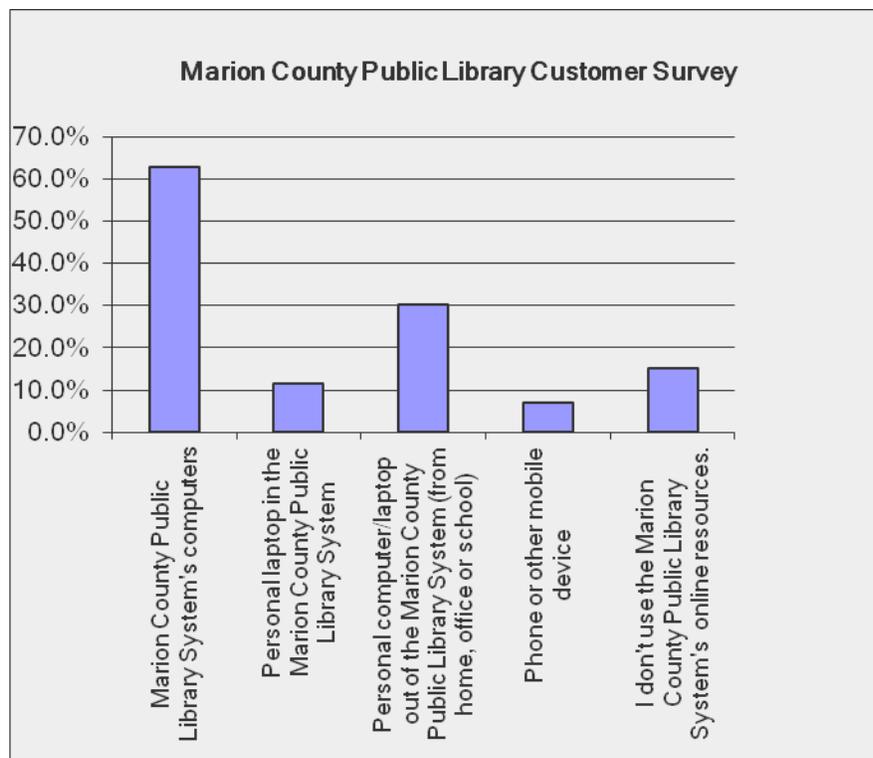
7. Which of the following online resources and content are most important to you? (Please choose up to two.)

Answer Options	Response Percent	Response Count
Ebooks, e-audio, and video for download	20.3%	324
Reference databases	43.5%	694
Streaming content (music and video)	11.5%	184
Online classes or programs	25.1%	401
Interactive spaces on the Marion County Public Library System's website with customer-generated content (reviews, specialized content, tags, etc.)	9.9%	158
Social networking	22.3%	355
None of these are important to me.	24.4%	389
Other (please specify).		90
answered question		1595
skipped question		349



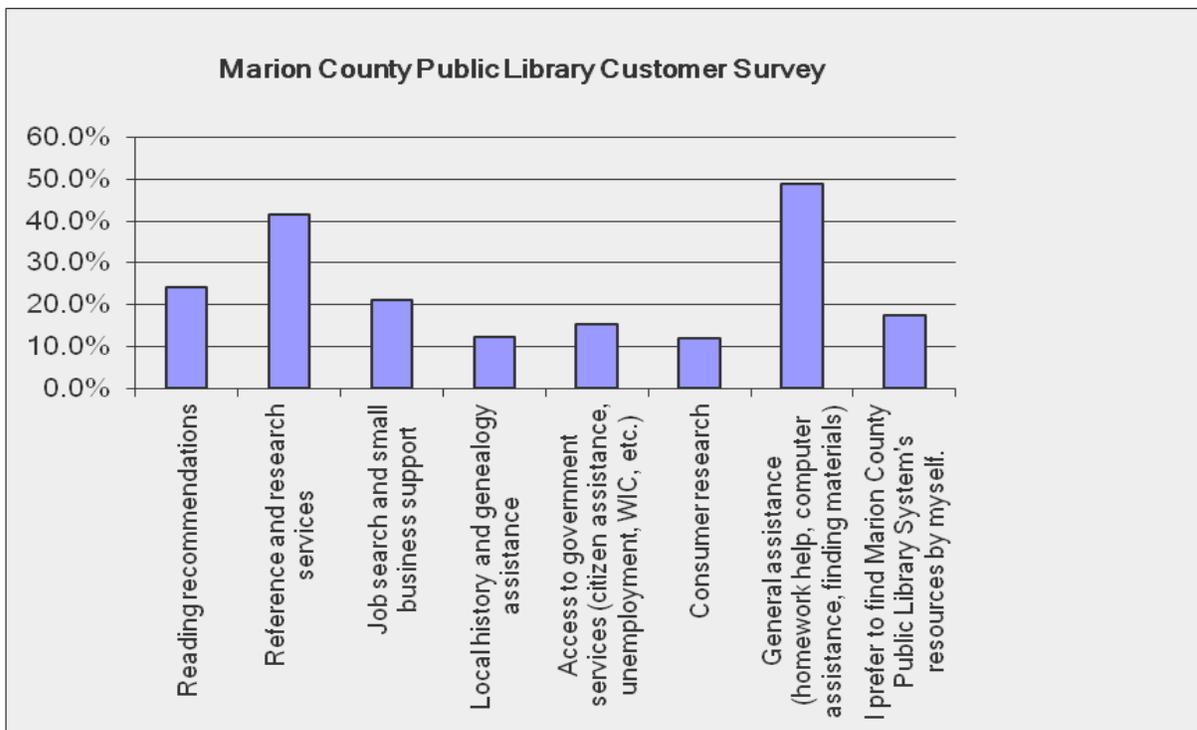
8. How do you typically access the Marion County Public Library System's online resources? (Please check all that apply.)

Answer Options	Response Percent	Response Count
Marion County Public Library System's computers	62.9%	1024
Personal laptop in the Marion County Public Library System	11.5%	188
Personal computer/laptop out of the Marion County Public Library System (from home, office or school)	30.3%	494
Phone or other mobile device	6.9%	113
I don't use the Marion County Public Library System's online resources.	15.1%	246
Other (please specify).		27
answered question		1628
skipped question		316



9. Which of the following types of help from Marion County Public Library System's staff are most important to you? (Please check up to two.)

Answer Options	Response Percent	Response Count
Reading recommendations	24.2%	392
Reference and research services	41.6%	674
Job search and small business support	21.0%	340
Local history and genealogy assistance	12.2%	197
Access to government services (citizen assistance, unemployment, WIC, etc.)	15.3%	248
Consumer research	12.0%	194
General assistance (homework help, computer assistance, finding materials)	48.8%	791
I prefer to find Marion County Public Library System's resources by myself.	17.4%	282
Other (please specify).		43
answered question		1621
skipped question		323

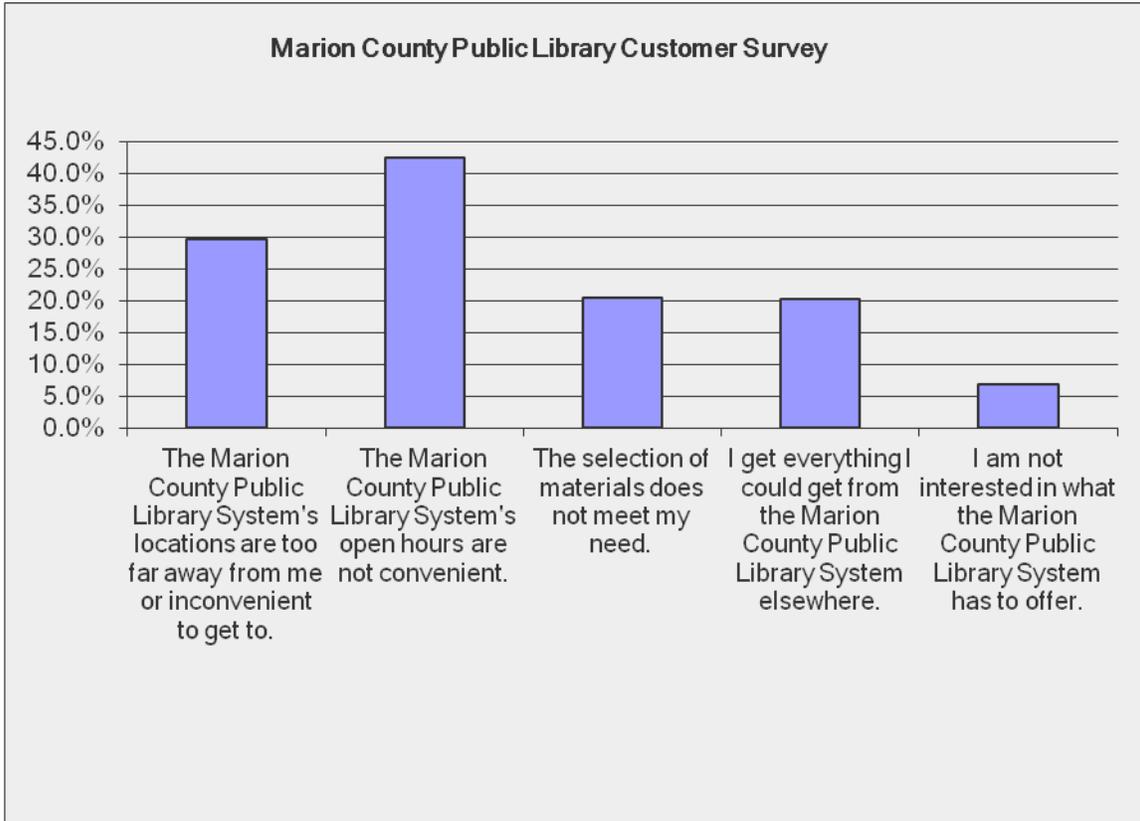


10. Of the following services offered by the Marion County Public Library System, please indicate how important they are to you or our community.

Of the following services offered by the Marion County Public Library System, please indicate how important they are to you or our community.						
Answer Options	Extremely Important	Important	Somewhat Important	Not Important	Rating Average	Response Count
Providing materials (books, magazines, DVDs, CDs, databases and other online content)	1166	339	57	34	1.35	1596
Providing services for job seekers and businesses	903	409	102	103	1.61	1517
Promoting literacy among children and adults	1151	301	47	50	1.35	1549
Providing technology and materials for people who might not otherwise have access	1159	323	32	40	1.33	1554
Providing programs of interest to children, teens and adults	1045	387	63	48	1.43	1543
Offering community meeting rooms	776	514	160	77	1.70	1527
Providing clean and safe Marion County Public Library System's buildings	1192	353	16	16	1.27	1577
Librarian/staff available to assist customers	1192	350	16	14	1.27	1572
Evening and weekend hours	1108	347	50	27	1.34	1532
Other (please specify).						56
<i>answered question</i>						1629
<i>skipped question</i>						315

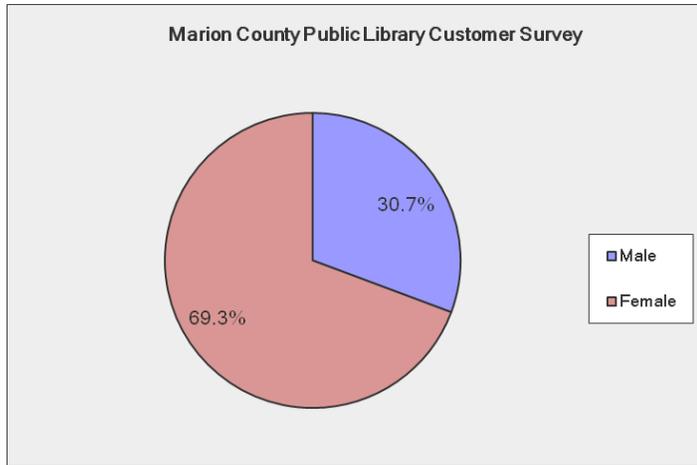
11. What are the reasons that you do not use the Marion County Public Library System? (Please check all that apply.)

What are the reasons that you do not use the Marion County Public Library System? (Please check all that apply.)		
Answer Options	Response Percent	Response Count
The Marion County Public Library System's locations are too far away from me or inconvenient to get to.	29.7%	161
The Marion County Public Library System's open hours are not convenient.	42.5%	231
The selection of materials does not meet my need.	20.4%	111
I get everything I could get from the Marion County Public Library System elsewhere.	20.3%	110
I am not interested in what the Marion County Public Library System has to offer.	6.8%	37
Other (please specify).		196
<i>answered question</i>		543
<i>skipped question</i>		1401



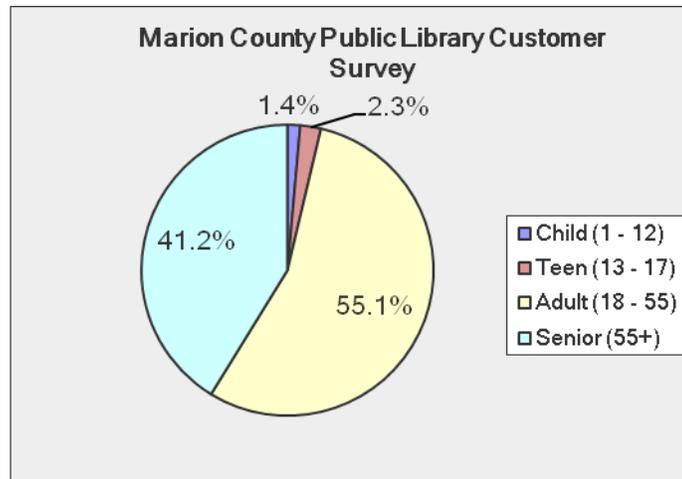
12. What is your gender?

Answer Options	Response Percent	Response Count
Male	30.7%	513
Female	69.3%	1159
<i>answered question</i>		1672
<i>skipped question</i>		272



13. Please select your age range.

Answer Options	Response Percent	Response Count
Child (1 - 12)	1.4%	23
Teen (13 - 17)	2.3%	39
Adult (18 - 55)	55.1%	925
Senior (55+)	41.2%	691
answered question		1678
skipped question		266



14. What is your five digit zip code?

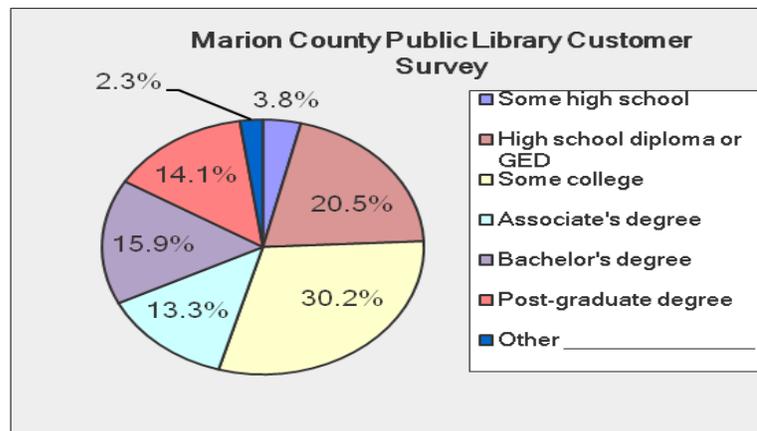
Answer Options	Response Count
	1580
answered question	1580
skipped question	364

Zipcode	Number	Zipcode	Number
21035	1	34430	14
21703	1	34431	58
54470	1	34432	100
30152	1	34433	22
32025	1	34434	19
32111	1	34442	1
32113	20	34448	1
32134	33	34449	5
32162	4	34480	1
32170	1	34451	1
32179	50	34465	2
32182	1	34470	115
32183	2	34471	105

32195	2	34472	105
32601	1	34473	87
32605	2	34474	47
32609	1	34475	49
32617	10	34476	109
32621	1	34477	6
32634	4	34478	11
32663	1	34479	54
32664	2	34480	70
32667	1	34481	82
32668	8	34482	42
32681	3	34488	97
32686	21	34489	3
32696	4	34491	95
32771	1	34498	1
32811	1	52404	1
32431	1	49913	1
33474	1	55315	1
34420	71	62704	1
34421	7	66441	1
34428	1	70458	1

15. Which of the following best describes your education?

Answer Options	Response Percent	Response Count
Some high school	3.8%	65
High school diploma or GED	20.5%	346
Some college	30.2%	510
Associate's degree	13.3%	224
Bachelor's degree	15.9%	268
Post-graduate degree	14.1%	238
Other _____	2.3%	39
answered question		1690
skipped question		254



The following SWOT analysis reflects the current library environment based on the current economic conditions.

<u>Marion County Public Library System</u>	
<u>SWOT Analysis –March 2012</u>	
<u>Strengths</u>	
1. 24/7 access to library catalog and online databases	
2. Access to Florida Electronic Library	
3. Access to high speed and wireless internet	
4. Access to interlibrary loan system to augment collection	
5. Accessibility technology and materials for the disabled	
6. Career Information and Reference Materials	
7. Commitment to customer service	
8. Community Service Opportunities for Teens	
9. Comprehensive magazine and newspaper selection	
10. Computer classes for the public	
11. Developmentally and age-appropriate programming	
12. Early literacy emphasis with programs, computers and collection	
13. Established media contacts and relationships	
14. Established relationships with school library media specialists, teachers, and administration	
15. Investment and Business Journals	
16. Locally purchased online databases	
17. Meeting rooms for public use	
18. Online Test Preparation Study Guides	
19. Public access computers	
20. Reciprocal borrowing agreements with surrounding counties	
21. Research Assistance	
22. Staff cross-trained	
23. Strong Friends of the Library network (i.e. programming, advocacy, bookstores and book sales)	
24. Strong network of community partners	
25. Summer Reading Club for Youth & Adults	
26. Sunshine State Reader books	
27. Well-qualified, team-oriented, professional and dedicated staff	
28. Providing eBooks	

Weaknesses

1. Continued need for consistent communication internally and externally
2. Demand for public access computers outstrips current availability
3. Lack of systematic approach to assessment of services, collections and facilities
4. Limited availability to graphical images online through library catalog
5. Limited collection development opportunities and ability to stay current with demand for alternative formats (e-books, downloadable audio)
6. Limited opportunities offered to public to provide input
7. Limited opportunities to do sufficient short and long range planning
8. Limited outreach to community organizations due to staff constraints
9. Limited programming space available at some library locations
10. Limited Web effectiveness
11. Loss of library positions
12. Material processing delayed
13. Reference resources converted to online database at an increased cost from print resources
14. Spanish Language Collection small compared to future needs of the community
15. Staff training affected by budget and staffing constraints
16. Reduction in library service hours

Opportunities

1. Expand opportunities to partner with non-profit, business, faith, service and minority communities
2. Explore new Metasearch technology to enhance customer searches of catalog on current Internet search engines
3. Improve use of existing technology to allow online patron registration, online payment of fines, e-mail notification
4. Leverage new technology to reduce staff-intensive nature of circulation through Self-Checkout and RFID
5. Reallocate resources to expand digital collection to supplement the size of the physical collection and provide more resources available to patrons 24/7.
6. Seek grant funding for laptop computers that could be used to offer computer classes to increase the number of available public access computers

Threats

1. Attrition of staff and knowledge (over half of the current Marion County Public Library System staff currently between ages of 40-59)
2. Budget cuts and economic uncertainties
3. Challenge of staying current with rapidly changing technology and difficulty supporting that technology with limited resources
4. Difficulty recruiting qualified MLS Librarians due to increased competition among libraries and attrition of librarians
5. Loss of additional library positions
6. Rising cost of material in all formats including electronic resources
7. Unwillingness on the part of publishers to sell eBooks to libraries

History

Overview

The first circulating library in Marion County opened in the Ocala News Department in 1886. In 1890 the Women's Library Association installed a library in Hotel Ocala. The Ocala Free Public Library was organized on January 6, 1914, supported by an annual tax levy with a building site donated by the City of Ocala. At the time, the city population was just under 5,000 and approximately 27,000 people lived in Marion County.

In 1916, a Carnegie Library was constructed downtown on the corner of Silver Springs Boulevard and Osceola Avenue, on the same site as the former Ocala Public Library, now home to IMHC (Institute for Machine and Human Cognition.)

In 1961 the City of Ocala, Citrus County and Levy County formed the Central Florida Regional Library. A referendum for library services was passed by the citizens in 1963, but was never implemented. The City of Ocala governed, operated and funded library service in Marion County until 1964 when Marion County, with existing community libraries in Belleview and Dunnellon, joined the Regional Library. At that point Marion County began contributing to the operational expenses. The population of greater Ocala was 33,023 and the population in Marion County was 60,200.

In 1987, Citrus County separated from the Central Florida Regional Library system to create a single county library system.

In 1989 the Ocala City Council and the Marion County Board of County Commissioners formed the joint Ocala/Marion County Library Advisory Board. Prior to this there was an Ocala board and a Marion board but they voted separately. The newly formed board was charged with the development of a long-range plan for library services in Marion County, with the plan to provide for adequate funding for the system.

A plan was developed which recommended a countywide referendum to provide up to 1 mill ad valorem taxes, through a special taxing district, to finance adequate annual operational costs as well as a \$14.1 million building program. The referendum was held on October 2, 1990 and failed with 16,072 (76.71%) against and 4,880 (23.29%) for the proposal. There were 90,574 registered voters in Marion County at the time of the referendum.

In the fall of 1995 both Marion County and the City of Ocala agreed that discussions should be held as to the feasibility of transferring governance from the City to the County. This occurred as a result of the failed referendum, recognition of the need to improve library facilities as well as the materials collection and to need to expand locations, and because the funding responsibility had shifted considerably from the City

of Ocala to Marion County. A Successor Agreement committee was created, with a representative from the Board of County Commissioners, Ocala City Council, library advisory board members and a representative from Levy County government. The Successor Agreement committee began meeting in January 1996.

Activities, discussions and decisions occurred over the next two years, with the Central Florida Regional Library System becoming a county department in October 1997. The library system was renamed the Marion – Levy County Public Library. Motivated by cost savings due to the differences in required City and County (State) retirement contributions, the Commission decided that library employees would not immediately become Marion County employees. However, Library employees eventually became Marion County employees in October 1999. Also at that time Levy County chose to separate from the library system which resulted in the separate creation of the Marion County Public Library System and the Levy County Public Library.

Since the creation of the library system in 1961 the population in Marion County has grown from 51,616 in 1960 to the current 2010 Census population of 331,300. Since 1990, population has increased by 70% whereas circulation of library materials, one of our library use indicators, has grown 166.5%.

Belleview Public Library

The former Belleview Public Library building at 6007 S.E. Earp Road had been credited with being the second oldest, continuously operating public library in Florida. In 1886 a Reading Room was opened by the Library Association of Belleview. After a fire destroyed the small building in 1904, along with all of its contents, the Library Association, in 1908, built the stone building which served as the main wing of the Belleview Public Library. Three additional wings were added, two in 1969 through public and private donations, and another in 1994 through the generosity of the Felburn Foundation.

The Belleview Public Library opened its new facility at 13145 SE Highway 484 on June 2, 2008, on land donated by the Goolsby family in memory of their parents, Allton and Ester Goolsby. The new location is 16,000 square feet and boasts 83 parking spaces, a special teen area, a separate Children's area with a dedicated programming room, study rooms, computer training lab, expanded hours, and much more.

The new Belleview Public Library was constructed and furnished using local option sales tax dollars, a State Library construction grant, general fund dollars and surplus land sales money.

Bookmobiles

The Community Bookmobile is one of two bookmobiles operated by the library system. This bookmobile focuses on serving daycare facilities, schools, and retirement communities, primarily within the Ocala city limits. The current vehicle was put into service in 1996, using \$83,000 of fleet replacement funds to replace an old book van.

The Marion Bookmobile was put into service in November 1991. It was purchased with a \$60,000 Library Services and Construction Act grant and \$13,000 in matching local funds. The Marion Bookmobile serves outlying communities such as Weirsdale, Citra, Salt Springs, and Silver Springs Shores.

In March 2011 one Branch Library Supervisor position was eliminated due to budget cuts. As a result, the book mobile schedules were reduced by half. The existing single staff member alternates weeks of service between the Community Bookmobile schedule and the Marion Bookmobile schedule.

Dunnellon Public Library

The first library in Dunnellon -- a 3-foot long shelf of books -- opened in the late 1950's, organized and staffed by volunteers from the Dunnellon Women's Club. In 1961, the former Dunnellon Public Library which was located at 20804 West Pennsylvania Avenue was funded and built by volunteers from local civic clubs on land donated to the City of Dunnellon.

Two wings were added to the library. The first addition of 1,000 square feet was built by the Friends of the Dunnellon Library in 1985. In 1992, the Felburn Foundation donated \$85,000 to build the second 1,500 square foot addition.

A groundbreaking ceremony on March 12, 2007 marked the beginning of construction of the new Dunnellon Public Library. The funding was provided in large part by Community Development Block Grant dollars as well as general fund, local option sales tax and surplus land sales dollars. The library opened for business on May 19, 2008 in a 16,000 square foot building with expanded hours. The new library features a separate children's area, computer lab, Friends of the Library bookstore, and much more.

Forest Public Library

The Forest Public Library first opened its doors in the fall of 1987. Housed in an old, retired bookmobile, the library was run entirely by volunteers. In February 1996 a new library opened -- the first to be constructed using Marion County tax dollars. In addition to the \$96,000 appropriation from the county, the Felburn Foundation contributed \$100,000.

In November 2008 a ground breaking ceremony was held for a new Forest Public Library adjacent to the current library. Funding, again in large part, came from Community Development Block Grant funds as well as general fund, local option sales tax and surplus land sales dollars. The ribbon cutting ceremony was held February 13, 2010 with the new library opening for service February 15, 2010. The new Forest Public Library has the distinction of being the first LEED (Leadership in Energy and Environmental Design) certified Marion County building and the first Gold certified LEED building in Marion County.

Freedom Public Library

With the opening of the Freedom Public Library, the residents who live in the southwest corridor of Marion County have a place close to home to read, relax, and do research. The dedication ceremony for the newest addition to the Marion County Public Library System was held on November 5, 2000.

The library's unique name came from a list derived from among more than 200 suggestions submitted by local residents. The final selection was made by the Marion County Commission. The 8,900 square foot building was designed to be expandable to 32,000 square feet.

The Freedom Public Library is a full-service library with services that include a meeting room to accommodate up to 50 people, financial newspapers and magazines, a computer lab to provide computer classes and for individual use, audio and video materials, reference materials, a drive-through portico, and ample free parking.

Ft. McCoy Public Library

The Ft. McCoy Public Library is our oldest facility. In June 1996, the public library opened in a portion of the 1936 historic Fort McCoy School. The property and building were deeded to Marion County by the family of Dr. Percy F. Lisk. The library was made possible by a \$60,000 General Fund renovation of the historic building completed by the Marion County Facilities Management Department. Renovation of the remaining two rooms for library use and the installation of a site sign are expected to be complete during fiscal year 2011-12.

Due to budget reductions which affected staffing levels, hours at the Ft. McCoy Public Library were reduced from five days per week to three days per week going from 38 hours each week to 21 hours each week.

Headquarters – Ocala Public Library

The creation of the Ocala Free Public Library, in 1914, led the way for the construction of the Carnegie library in 1916. The Carnegie library served the citizens of Ocala/Marion County until 1964 when discussions began regarding the construction of a new facility. A new Ocala Public Library was constructed on the same site as the Carnegie library and opened in November, 1969. From 1970 to 2010, Marion County experienced phenomenal population growth of 380%. In response, the search for a new library site began in 1998, culminating in the completion of a new 60,000 sq. ft Headquarters – Ocala Public Library in July 2004. The Headquarters – Ocala Public Library is beautifully renovated from an old department store and is adjacent to the McPherson Governmental Complex. Original artwork, mosaic tile art representing the Dewey Decimal System, adorns the front of the facility.

Herman B. Oberman Public Library

The Herman B. Oberman Library was constructed by Mr. Oberman in 1969 to serve the residents of Rainbow Lakes Estates. The original building was doubled in size in the 1970's. Although one of our smallest libraries, the Oberman Public Library has the distinction of having the best view – that of overlooking Lake Bonable. The Herman B. Oberman Public Library ceased to be part of the Marion County Public Library System, effective February 14, 2011. It is operated independently with funding by Rainbow Lakes Estates Municipal Services Taxing Unit (MSTU).

Marion Oaks Public Library

The Marion Oaks Public Library was truly the result of a grass roots effort to provide public library service in their community. The Friends of the Library group raised funds, found space in the Community Building where the library is currently housed, bought furnishings and books, and staffed the library with volunteers with a goal to become part of the library system. In 1996 their efforts were recognized, and the Marion Oaks Public Library joined the regional system.

Reddick Public Library

The Reddick Public Library opened in the fall of 1988 in borrowed space in a local church fellowship hall. Operations originally funded by the Town of Reddick were gradually assumed in the library system's budget. Today the library is housed in the former Reddick Elementary School media center which is leased from the Marion County School Board.

Due to budget reductions which affected staffing levels, hours at the Reddick Public Library were reduced from five days per week to three days per week going from 28 hours each week to 21 hours each week.

Historical Statistics

	1990	2000	2010	2011
Population	194,833	258,916	331,300	331,300
Circulation	553,964	801,625	1,451,566	1,424,614
Collection	146,606	317,173	547,771	549,099
Registered Borrowers	63,251	115,965	212,812	225,118



Definition of the Market

The Marion County Public Library System is a vital community center that educates, informs, enriches, entertains and empowers community residents. As its mission states, the service provided by the library system enhances the lives of residents by providing convenient access to information, nurturing personal growth and life-long learning, fostering a literate community and stimulating and encouraging an interest in reading and learning among our youth. Additionally, the Library contributes to community vitality in several ways: encouraging children’s imaginations, promoting literacy, supporting the development of a well-educated and competitive workforce, providing the information resources that help make local businesses profitable, and helping citizens relax with the latest bestsellers. These are just some of the many ways the Library enriches its customers’ lives, helping to build both community and capacity.

As Marion County’s population continues to increase and shift demographically, these changes will also impact Library services and outreach to the community. In order to remain a relevant and vibrant force, the Library must anticipate these demographic changes in order to ensure that its programs, collections and services address the needs and interests of a diverse Marion County.

Public expectations for convenience, cost, choice and flexibility will challenge the Library’s ability to compete with the private sector and other sources for market share.

Marion County- Profile of the Target Market

Geographically, Marion County is the fifth largest county in the state of Florida, covering a land mass of more than 1,592 square miles, which is larger than the state of Rhode Island.

The County’s population has increased over 28 percent from 1990 to 2010, bringing the total to 331,298 citizens according to the 2010 Census.

Population				
	2009	2010	Change	Percent Change
Marion County	328,547	331,298	2,751	1.0
Regional (including Marion, Levy and Citrus Counties)	508,051	513,335	2,584	1.0
Florida	18,537,969	18,804,219	126,852	1.0

2010 Census				
	1980	1990	2000	2010
Marion County	122,488	194,835	258,916	331,298
Ocala*	37,170	42,045	45,943	57,089
Bellevue	1,913	2,678	3,478	3,887
Dunnellon	1,427	1,639	1,898	2,141
McIntosh	404	411	453	480
Reddick	657	554	571	632
Unincorporated	80,917	147,508	206,573	267,069

*County seat

Approximately 81 percent of the population is white, with 12.3 percent Black or African American, 1.3 percent Asian and 5.4 percent “other.” Hispanic/Latino comprise nearly 11 percent of the population. Latinos are considered by the Census as an ethnicity rather than a race. *Source: 2010 Census Data*

2010 Census Population by Race			
Ethnic Diversity All Ages	2010 Census	2000 Census	Percentage Change
White	268,284	217,909	23.1
African American	40,828	29,900	36.5
Hispanic (all races)	36,137	15,616	131.4
American Indian/Alaska Native	1,309	1,158	13.0
Asian	4,407	1,806	144.0
Native Hawaiian/Pacific Islander	144	57	152.6
Non-Hispanic white	245,136	208,232	17.7
Race: two or more	6,814	3,723	83.0
Race: Other only	9,512	4,363	118.0

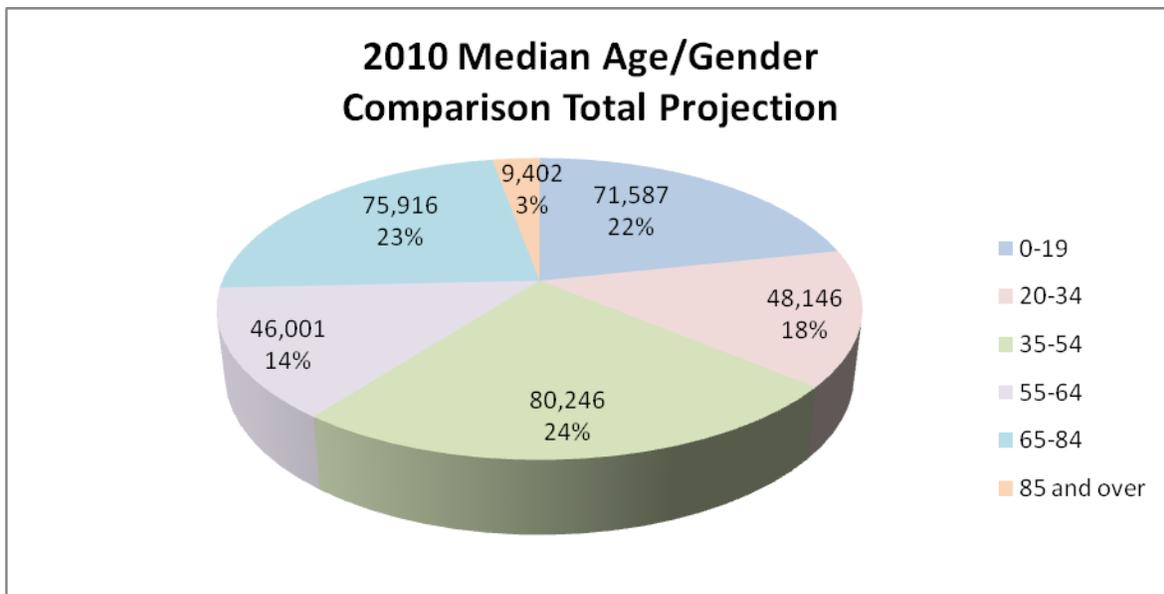
Sources: 2010 Census and 2009 Claritas MarketPlace Projections via Ocala/Marion County Economic Development Corporation

The 2010 Census indicated there were 133,966 households in Marion County with an average family size of 2.39 people. Families make up 75.84 percent of the households in Marion County. And, as noted, in the following chart, 35-54 year olds comprise the largest percentage of Marion County population as of 2010.

Marion County's older citizens (65 years old and above) comprise 26 percent of its population, compared to 17.3 percent for Florida as a whole, making Marion County somewhat "older" than other counties in the state. The number of persons 65 years of age and older has increased 37 percent since 2000. Overall, approximately 78 percent of Marion County's population is at least 20 years of age or older according to the 2010 Census

2010 Median Age/Gender Comparison Projection				
Marion County				
Age	Total	Percentage	Male	Female
0-19	71,587	22	36,773	34,814
20-34	48,146	15	23,573	24,573
35-54	80,246	24	38,089	42,157
55-64	46,001	14	20,864	25,137
65-84	75,916	23	35,979	39,937
85 and over	9,402	3	3,715	5,687
Total	331,298	100	158,993	172,305

Source: 2010 Claritas MarketPlace Research Projections via Ocala/Marion County Economic Development Corporation.



Educational Attainment Population 25 years and over	
	Percent
Less than 9th grade	5.1
9th to 12th grade, no diploma	6.7
High School graduate (includes GED)	30.7
Some college, no degree	22.2
Associate's degree	9.5
Bachelor's degree	14.3
Graduate or professional degree	9.5

Source: U.S. Census Bureau, Current Population Survey, 2011 Annual Social and Economic Supplement

The 2011 Poverty Guidelines for the 48 Contiguous States and the District of Columbia	
Persons in family	Poverty Guideline per Month
1	\$ 907
2	1,225
3	1,544
4	1,862
5	2,180
6	2,499
7	2,817
8	3,135

For families with more than 8 persons, add \$318.33 for each additional person.

Source: *The 2011 United States Health & Human Services Poverty Guideline*

Projected Economic Characteristics for Marion County 2009		
	Marion County	Florida
Median Household Income	\$39,724	\$49,910
Per Capita Income	\$21,158	\$25,768
Families Below Poverty Level	14.3%	14.9%
Individuals Below Poverty Level	17.1%	15.0%

* Source: U.S. Census Bureau, *Small Area Income and Poverty Estimates, 2011*

The U.S. Census Bureau table noted above indicates that 14.3 percent of families living in Marion County are living in poverty. Thirty percent of children under 18 are living below the poverty level compared with 7.2 percent of people 65 years old and over. Overall, the County's poverty rate has steadily increased over the past ten years. With the economic downturn, existing median and per capita incomes also remain below state levels.

Marion County's unemployment rate began at 14.2% in January 2011, but saw a decrease to 11.6% by December 2011.

For persons who are unemployed or dealing with financial difficulties, choices are often limited. When budgets are stretched to capacity, buying that new best-seller, renewing a newspaper subscription or having a home computer with high speed internet services are considered luxuries. For an increasing percentage of Marion County residents, the Library literally is the only resource where one can go to search for a job, sign up for unemployment, food stamps, Medicaid or simply enjoy the quiet leisure of reading. In economically challenging times, Library usage increases and is a lifeline for many disadvantaged individuals.

Marion County Public Library System Target Markets

Although the Marion County Public Library System serves the entire community, the demographics noted below provide a snapshot of the various market segments.

- 0-19 year olds comprise 22 percent of the population. Infants, toddlers, preschool, school age children and teens are looking for age appropriate activities, school resources, programs and opportunities for socialization.
- 20-34 year olds comprise 15 percent of the population. Families, young adults and job seekers are looking for access to information, technology, virtual service options, and opportunities for recreation and leisure. In the case of young families, parents may be seeking opportunities for their child for early literacy development, social skill development, programming and possibly home-school curricular support.
- 35-54 year olds comprise 24 percent of the population. Families, adults, job seekers, young retirees are looking for access to technology, virtual service options, adult programming, and opportunities for life-long learning.
- 55-85+ year olds comprise 40 percent of the population. Baby Boomers and the aging are living longer and are more active. They may not have the technological experience of younger generations but seek to learn more technology skills and continue to need access to information, services and programming. Access to Library services may present challenges to those who are home-bound.
- The percentage of the Spanish-speaking population is increasing. Spanish-speaking adults and families will require culturally-oriented programs and services in Spanish, ESOL classes and orientation to the benefits of the Public Library System.

At year-end FY2010-11, the Marion County Public Library System had 225,627 adult (18+ years of age) and minor (0-17 years of age) Library cardholders. This represents 68.1% of the population.

Market share and competition

Although the Marion County Public Library System provides services to the entire community, research indicates that different generations and cultures often have varying ideas and experiences that impact their perception of the value of the library. A “one size fits all” approach for developing programs and services simply doesn’t work. For example, younger generations (Millennials, Generation Y, the Net Generation, the Digital Generation, the Echo Boom generation born during the period of about 1980 - 2001) typically have improved technology skills and are looking for quick, efficient access to information and services. Older generations (Baby boomers) may not have the same technology skill level or confidence and require a more personalized approach. Additionally, education level attained has some bearing on the amount of assistance one may need to access library resources. Anecdotally, new-to-us librarians report that our library users require much more personalized assistance than other areas they have worked.

Market share research also indicates that one of the primary reasons most customers take their business elsewhere is because of indifference or poor customer service. Quality service has always been a part of our library's mission; and if indifference of personnel can drive a large percentage of users away, then the reverse is true: empathy, helpfulness, and a positive attitude can increase customer satisfaction.

Although services are free at the Library, many customers have an “I need it now” attitude and may prefer the ease and convenience offered by the private sector or on-line resources. Many users are casual online visitors. Others are dedicated to online resources, integrated into their lifestyle. This is especially true of younger generations. For example, millennials expect research to be easy. They do not seek help from librarians. When they can’t find what they need, they give up and assume that the information cannot be found. Gen Y prefers to discuss information needs with a real person rather than find out what they need on their own. The highest criteria on the students’ list of needs when seeking information was ease of use. They also expect customization and are technology veterans who are willing to use new communications.

Even when cost is a consideration, research suggests that customers are often unwilling to wait for service to be provided. If a customer must wait for a new best seller or other services, cost may not hinder their decision. However, given the economy and the poverty level in Marion County, cost may indeed be a factor.

According to the Customer Satisfaction Survey conducted by the library in May 2011, the top two reasons residents do not use the library are 1) the hours are not convenient (42.5%) and 2) the locations are either too far away or inconvenient to get to (29.7%). Other barriers preventing individuals from using Library services include lack of awareness, disinterest, or simply being unaware of its full potential. And, as the County continues to experience growth from diverse populations, using the Library may not be as familiar or comfortable for certain cultures.

Competition for Market Share		
Competitor	Pro's	Con's
Books stores	Convenience, atmosphere and amenities	No out-of-print materials, cost, rudimentary organization
Video stores	Convenience, atmosphere, selection	Cost, access to collections
Academic libraries	Academic environment, curriculum-oriented	Hours of operation, curriculum-oriented/limited collection, access
School library media centers	Curriculum-oriented, atmosphere conducive to students	Hours of operation, limited collection, access
Internet	Immediate access to vast array of current information	Difficulty navigating certain sites, unverified sources, access speed
eBooks	Convenience, immediate access	eReader device required, cost, limited content availability
Newspapers	Current information, generational preferences	Thumbnail version of information, cost



Description of Products and Service Processes

The myriad of products and services of the Marion County Public Library can best be divided into six major categories or services. They are, in priority order:

1. **Public Services** includes:

Information, Reference, Reader's Advisory, Programming and Materials
Creation, InterLibrary Loan and Meeting Rooms

2. **Computer and Internet Access** includes:

Public Computing and Systems

3. **Collection Development and Management** includes:

Selection of Library Materials, Acquiring Library Materials, Processing Library Materials, Maintenance of Library Materials, Maintenance of Library Collection and Maintenance of Library Catalog

4. **Circulation of Library Materials**

5. **Maintenance**

6. **Management, Supervision and Organizational Support** includes:

Supervision, Training, PR and Marketing, Community Outreach, Grants
Development and Management, Volunteers, Administrative Support,
Administrative Office Support, Human Resources Support, Cash Management,
Payroll, Supplies and Travel and Training Support

The services have been divided into numerous processes which have been subdivided as well. The processes are below.

Services (flow chart each service using Information Technology supplied software)	Mandated by Law (mark with an X)	Service Process time for One	Number of positions in this service [B]	Personal Services cost for one Occurrence (includes fringe benefits) [C]	Volume (annual) [D]	Annual Service Hours (excludes leave time) [E] Hours (AXBXD)	Annual Service Cost			Number of FTE's in this service	Service Process time for One Occurrence in hours [A]	Number of positions in this service [B]	Personal Services cost for one Occurrence (includes fringe benefits) [C]	Volume (annual) [D]	Annual Service Hours (excludes leave time) [E] Hours (AXBXD)	Annual Service Cost			Number of FTE's in this service	Service Priority Number #	Total Variance			
		Occurrence in hours [A]		Operating Expenses	Total	Operating Expenses	Total																	
2.b.xiii OPAC Administration		2.00	1	52	8	16	416		416	0.01														
2.b.xiv Web Reporter Administration		1.00	1	30	36	36	1,097		1,097	0.02														
2.b.xv Narrowcast Administration		0.50	1	13	12	6	156		156	0.00														
2.b.xvi PC Reservation Administration		8.00	1	208	4	32	832		832	0.02														
2.b.xvii LPT:ONE Administration		8.00	1	208	4	32	832		832	0.02														
2.b.xviii Create Track-It Workorders		1.00	1	26	351	351	9,126		9,126	0.19														
2.b.xix Online Databases Support		0.50	1	13	8	4	104		104	0.00														
2.b.xx OCLC Batch Loading		2.00	1	61	1	2	61	3,200	3,261	0.00														
2.b.xxi Technology Inventory		4.00	1	104	6	24	624		624	0.01														
2.b.xxii Collect Empty Printer Cartridges		1.00	1	26	4	4	104		104	0.00														
2.b.xxiii Contact Sirsi/Dynix Client Care		0.50	1	13	12	6	156	100	256	0.00														
2.b.xxiv System Statistical Reporting		4.00	1	104	12	48	1,248		1,248	0.03														
2.c. Computing Infrastructure																								
2.c.i. Internet Access (no flowchart)									15,820															
2.c.ii. Telecommunication Services (no flowchart)									56,892															
2.c.iii. Computing Hardware-Staff (no flowchart)									675															
3. COLLECTION DEVELOPMENT & MANAGEMENT																							1	
3.a. Selection of Library Materials																								
3.a.i Selection of Materials		0.04	1	1	49,224	1,969	51,685	504,990	556,675	1.05														
3.a.ii Selection by Patron Suggestion included in 3.a.i Selection of Materials																								
3.a.iii Evaluate Existing Collection included in 3.e Maintenance of Library Collection																								
3.a.iv Selection Determination included in 3.a.i Selection of Materials																								
3.a.v Vendor Meetings		1.50	1	48	12	18	579		579	0.01														
3.a.vi Gifts and Donations Review		0.04	1	1	15,800	624	14,508		14,508	0.33	0.16	1	-	202	32									
3.b. Acquiring Library Materials																								
3.b.i Acquisition of Materials inc. Periodicals		0.03	1	1	49,224	1,624	38,395		38,395	0.86														
3.b.ii Acquisition and Renewal of Electronic Library Materials included in 3.b.i Acquisition of Materials																								
3.b.iii Acquisition and Renewal of Periodicals included in 3.a.i Selection of Materials																								
3.b.iv Memorial/Honor Donations		0.75	1	22	37	28	803	130	933	0.01														
3.b.v Horizon Database Acquisitions included in 3.b.vi Bibliographic Record Download																								
3.b.vi Bibliographic Record Download inc. periodicals		0.03	1	1	15,545	466	13,524		13,524	0.25														
3.b.vii Merging Customized Catalogue Records		0.02	1	1	1,772	35	1,028		1,028	0.02														
3.b.viii Materials Receiving		0.03	1	1	35,739	1,072	19,656		19,656	0.57														
3.b.ix Electronic In-House Invoicing included in 3.b.viii Book/AV Receiving																								
3.b.x Lease Selection and Ordering		0.03	1	1	613	18	533		533	0.01														
3.c Processing Library Materials																								
3.c.i Processing Library Materials		0.05	1	1	49,212	2,461	33,464	17,300	50,764	1.31	0.25	1	-	5,211	1,303									
3.c.ii Physically Processing Books included in 3.c.i Processing Library Materials																								
3.c.iii Physically Processing AV Material included in 3.c.i Processing Library Materials																								
3.c.iv Cataloging Materials		0.20	1	6	42,219	8,444	270,624	1,905	272,529	4.49														
3.c.v Memorial Book Plates included in 3.b.iv Memorial/Honor Donations																								
3.c.vi Label Printing Book/AV		0.01	1	0	50,019	500	9,003		9,003	0.27														
3.c.vii New Periodicals Processing included in 3.c.i Processing Library Materials																								
3.c.viii Replacing or Creating AV Artwork		0.33	1	4	338	112	1,271		1,271	0.06														
3.d Maintenance of Library Materials																								
3.d.i Change Library Call Number		0.01	1	0	500	5	120		120	0.00														
3.d.ii Damaged Materials		0.02	1	1	7,400	148	5,698	25	5,723	0.08														
3.d.iii Repair Books		0.16	1	3	3,589	574	10,623		10,623	0.31	0.5	1	-	1,156.5	578.25									
3.d.iv Changing Material Codes		0.01	1	0	22,858	229	3,886		3,886	0.12														
3.d.v AV Repair		0.05	1	1	2,549	127	1,555		1,555	0.07	0.25	1	0	798	199.5									
3.d.vi Change item Status		0.02	1	0	500	10	185		185	0.01														
3.e Maintenance of Library Collection																								
3.e.i Lease Call Back		0.02	1	0	2,213	44	797		797	0.02														
3.e.ii Reading Shelves		1.00	1	18	2,340	2,340	42,284		42,284	1.24														
3.e.iii Shifting		0.50	2	15	540	451	8,213		8,213	0.24														
3.e.iv Weeding		0.01	1	0	43,307	433	9,094		9,094	0.23														
3.f Maintenance of Library Catalog																								
3.f.i Deleting Items		0.03	1	1	42,113	1,263	28,637		28,637	0.67														
3.f.ii Redesignation		0.02	1	0	6,292	125.84	2894.32		2894.32	0.07														
3.f.iii Withdrawing Magazines		0.08	1	1	6,993	559.44	9510.48		9510.48	0.30														
4. CIRCULATION of LIBRARY MATERIALS																								1
4.a. Circulation of Library Materials																								
4.a.i Opening Procedures HQ-Circ		0.50	2	21	352	352	7,241		7,241	0.19														
4.a.ii Daily Schedule - included in 4.a.i Opening Procedures HQ-Circ																								
4.a.iii Mail-Outs included in 4.a.i Opening Procedures HQ-Circ								1,000	1,000	-														
4.a.iv Checkout Library Material		0.02	1	0	1,424,614	28,492	484,369	3,523	487,892	15.16														

Services (flow chart each service using Information Technology supplied software)	Mandated by Law (mark with an X)	Service Process time for One	Number of positions in this service [B]	Personal Services cost for one Occurrence (includes fringe benefits) [C]	Volume (annual) [D]	Annual Service Hours (excludes leave time) [E] Hours (AXBXD)	Annual Service Cost			Number of FTE's in this service	Service Process time for One Occurrence in hours [A]	Number of positions in this service [B]	Personal Services cost for one Occurrence (includes fringe benefits) [C]	Volume (annual) [D]	Annual Service Hours (excludes leave time) [E] Hours (AXBXD)	Annual Service Cost			Number of FTE's in this service	Service Priority Number #	Total Variance																							
		Occurrence in hours [A]		Personal Services (includes fringe benefits) (C X D)	Operating Expenses	Total	Personal Services (includes fringe benefits) (C X D)	Operating Expenses	Total																																			
4.a.v Patron Payment Process included in 4.a.iv Checkout Library Materials						-	-	4,000	4,000	-												4,000																						
4.a.vi Resolving Blocks included in 4.a.iv Checkout Library Materials						-	-	-	-	-																																		
4.a.vii Library Card Renewal included in 4.a.iv Checkout	x																																											
4.a.viii Library Card Applications		0.30	1	5	13,287	3,986	71,085	5,000	76,085	2.12																																		
4.a.ix Check-In Procedure		0.02	1	0	1,423,553	31,603	540,950		540,950	16.81	5.00	1		81	403																													
4.a.x Processing Damaged Items included in 4.a.ix Check-in Procedure & 4.a.xiii Determining Patron Damages						-	-	-	-	-																																		
4.a.xi Receiving Bookdrop Materials included in 4.a.ix Check-in Procedure						-	-	-	-	-																																		
4.a.xii Carting included in 4.a.ix Check-in Procedure						-	-	-	-	-																																		
4.a.xiii Determining Patron Damages		0.22	1	4	3,896	857	16,246		16,246	0.46																																		
4.a.xiv Damage Hold Shelf Maintenance		0.17	1	3	455	77	1,465		1,465	0.04																																		
4.a.xv Shelving		0.50	1	11	23,897	11,949	264,779		264,779	6.36																																		
4.a.xvi Return/Exchange Patron Email		0.21	1	4	7,130	1,497	27,023		27,023	0.80																																		
4.a.xvii Pull List		1.17	1	28	2,878	4,108	79,231		79,231	2.19	2.00	1		177	354								0.19																					
4.a.xviii Maintaining Reserve Hold Shelf		0.02	1	0	193,776	3,876	63,946		63,946	2.06																																		
4.a.xix Misc Shelf Maintenance		0.02	1	0	640	13	224		224	0.01																																		
4.a.xx Request List Maintenance Reports		1.32	1	27	348	459	9,225		9,225	0.24																																		
4.a.xxi Collection Agency Account Maintenance		0.61	1	13	360	220	4,619	18,000	22,619	0.12																																		
4.a.xxii Library Stack Maintenance		0.75	1	13	2,420	1,815	30,323		30,323	0.97	2.00	1		498	996								0.53																					
4.a.xxiii Collection Code Changes included in 3.d.iv Changing Material Codes						-	-	-	-	-																																		
4.a.xxiv Switchboard Services		0.03	1	0	82,975	2,489	38,169		38,169	1.32	0.05	1		5,145	257								0.14																					
4.a.xxv Circulation Training		36.00	1	672	12	432	8,058		8,058	0.23	0.50	1		32	16								0.01																					
4.a.xxvi Courier Branch Delivery		4.75	1	58	260	1,235	15,067	5,629	20,696	0.66																																		
4.a.xxvii Voter Registration Management included in 4.	x																																											
4.a.xxviii Computing Hardware-Staff (no flowchart)								9,450																																				
5. MAINTENANCE																																												
5.a Maintenance																																												
5.a.i Grounds Maintenance		0.20	1	9	67	13	594	36,564	37,158	0.01																																		
5.a.ii Custodial/Janitorial Contract		12.00	1	313	1	12	313	155,492	155,805	0.01																																		
5.a.iii Daily Custodial Maintenance HQ		0.25	1	104	355	89	37,048		37,048	0.05																																		
5.a.iv Workroom Lounge Maintenance		0.50	1	10	60	30	570		570	0.02																																		
5.a.v Special Maintenance Belleview		0.50	1	12	26	13	312		312	0.01																																		
5.a.vi Special Maintenance Dunnellon		1.00	1	19	12	12	228		228	0.01																																		
5.a.vii Building Workorders		0.25	1	6	650	163	3,653	180	3,833	0.09																																		
5.a.viii Recycling Library Materials		1.00	1	14	50	50	712		712	0.03																																		
5.b. Service Infrastructure																																												
5.b.i Building Leases (no flowchart)									12,948																																			
5.b.ii Building Utilities (no flowchart)									232,898																																			
5.b.iii Fire Alarm Telephone Lines (no flowchart)									2,640																																			
5.b.iv Insurance Premiums (no flowchart)									90,291																																			
6. MANAGEMENT/SUPERVISION/ORGANIZATION SUPPORT																																												
6.a Supervision																																												
6.a.i Staff Meetings		0.50	10	94	194	951	18,286		18,286	0.51																																		
6.a.ii Scheduling		0.25	1	6	2,285	571	13,619		13,619	0.30																																		
6.a.iii Desk Scheduling included in 6.a.ii Scheduling																																												
6.a.iv Security Officer Management		0.25	1	8	12	3	99	42,000	42,099	0.00																																		
6.a.v Incident, Accident & Trespass Reports		0.50	1	11	84	42	907	492	1,399	0.02																																		
Requesting Leave																																												
6.a.vi Requesting Sick Leave included in Requesting Leave		0.05	1	1	6,136	307	5,768		5,768	0.16																																		
6.a.vii Requesting Vacation/Personal Leave included in Requesting Leave																																												
6.a.viii Performance Appraisals		1.00	1	20	112	112	2,206		2,206	0.06																																		
6.a.ix Informal Coaching and Mentoring included in 6.a.viii Performance Appraisals																																												
Hiring																																												
6.a.x Hiring: Application Review		0.10	1	6	212	21	1,357		1,357	0.01																																		
6.a.xi Hiring: Interview Process		2.00	5	301	84	840	25,259		25,259	0.45																																		
6.a.xii Hiring: Second Interview included in 6.a.xi Hiring: Interview Process																																												
6.a.xiii Hiring: Reference Check		0.25	1	13	34	9	447		447	0.00																																		
6.a.xiv Hiring: Tentative Offer of Employment		0.10	1	5	20	2	100		100	0.00																																		
6.a.xv Conflict Resolution		0.17	2	1	1,500	510	1,500		1,500	0.27																																		
6.a.xvi Formal Discipline		5.00	4	763	3	60	2,289		2,289	0.03																																		
6.a.xvii Oral Reprimand included in 6.a.xvi Formal Discipline																																												
6.a.xviii Written Reprimand included in 6.a.xvi Formal Discipline																																												
6.a.xix Disciplinary Probation included in 6.a.xvi Formal Discipline																																												
6.a.xx Suspension without Pay included in 6.a.xvi Formal Discipline																																												
6.a.xxi Disciplinary Demotion included in 6.a.xvi Formal Discipline																																												
6.a.xxii Library Organization Administration		1.00	1	49	4,160	4,160	203,840	14,581	218,421	2.21																																		

Services (flow chart each service using Information Technology supplied software)	Mandate d by Law (mark with an X)	Service Process time for One Occurrence in hours [A]	Number of positions in this service [B]	Personal Services cost for one Occurrence (includes fringe benefits) [C]	Volume (annual) [D]	Annual Service Hours (excludes leave time) [E] (AXBXD)	Annual Service Cost			Number of FTE's in this service	Service Process time for One Occurrence in hours [A]	Number of positions in this service [B]	Personal Services cost for one Occurrence (includes fringe benefits) [C]	Volume (annual) [D]	Annual Service Hours (excludes leave time) [E] (AXBXD)	Annual Service Cost			Number of FTE's in this service	Service Priority Number #	Total Variance		
		Personal Services (includes fringe benefits) (C X D)		Operating Expenses	Total	Personal Services (includes fringe benefits) (C X D)	Operating Expenses	Total															
6.b Training																							
6.b.i Training		4.58	1	85	208	905	17,680	6,767	24,447	0.48													
6.b.ii Online Training included in 6.b.i Training																							
6.b.iii New Employee Training		36.00	1	808	14	504	11,312		11,312	0.27													
6.c PR & Marketing: Planning & Development																							
6.c.i Marketing Planning & Development (internal)		3.00	1	76	33	99	2,494		2,494	0.05													
6.c.ii Bookmobile Schedules		1.50	1	34	4	6	138	75	213	0.00													
6.c.iii Publicity Posters		1.00	1	45	476	476	21,415		21,415	0.25													
6.c.iv Coordinate Publicity Activities included in 6.c.vii Coordinate Public Relations																							
6.c.v. Coordinate WORDS publication		40.00	1	1,003	4	160	4,013		4,013	0.09	16.13	1		4	65							0.03	
6.c.vi Coordinate Media Releases included in 6.c.vii Coordinate Public Relations																							
6.c.vii Coordinate Public Relations		1.00	1	25	25	25	630		630	0.01													
6.c.viii Coordinate Special Projects		5.83	1	147	12	70	1,763		1,763	0.04	1.00	1		3	3								0.00
6.c.ix County Newsletter		2.00	1	76	6	12	453		453	0.01													
6.c.x Website Management (no flow chart)		1.00	1	44	10	10	441		441	0.01													
6.d Community Outreach																							
6.d.i Speaking Engagements included in 1.b Programming & Materials Creation																							
6.d.ii Community Expos & Events included in 1.b Programming & Materials Creation																							
6.d.iii Attend Community Meetings		1.50	1	36	251	377	9,091		9,091	0.20													
6.d.iv Community Resources Database		1.00	1	20	3	3	59		59	0.00													
6.e Grants Development and Management																							
6.e.i Research Grant Opportunities		1.00	1	28	6	6	170		170	0.00													
6.e.ii Grant Application Process		40.00	1	1,008	2	80	2,015		2,015	0.04													
6.e.iii Grant Reporting		13.00	1	363	2	26	726		726	0.01													
6.e.iv Grant Revision Process included in 6.e.ii Grant Application Process																							
6.f Volunteers																							
6.f.i Process Volunteer Applications		0.33	1	13	250	83	3,150		3,150	0.04													
6.f.ii Volunteer Interviewing		0.25	1	5	250	63	1,280		1,280	0.03													
6.f.iii Volunteer Scheduling		0.12	1	5	250	30	1,280		1,280	0.02													
6.f.iv Volunteer Supervision		0.25	1	12	1,000	250	12,090		12,090	0.13													
6.f.v Volunteer/Program Badges		0.25	1	5	250	63	1,220		1,220	0.03													
6.f.vi Court-appointed Applicants		1	1	50.38	4	4	202		202	0.00													
6.f.vii Volunteer Liaison Training		2	1	61.7	4	8	247		247	0.00													
6.f.viii Volunteer Recognition included in 1.b.iv Event Programming																							
6.f.ix CLM Workforce Liaison		2	1	61.7	2	4	123		123	0.00													
6.f.x CLM Workforce Review included in 6.f.xii CLM Workforce Liaison																							
6.f.xi Volunteer Database Management (aka Volunteer Alliance D)		1	1	25.19	12	12	302		302	0.01													
6.f.xii Volunteer Schools Forms Maintenance		1	1	30.85	10	10	309		309	0.01													
6.f.xiii Time Record Maintenance		6	1	176.33	1	6	176		176	0.00	4	2		158.25	316.5								
6.f.xiv Volunteer Statistical Reports (aka Volunteer Impact Report)		3	1	75.57	1	3	76		76	0.00													
6.f.xv Monthly Volunteer Branch Report (aka Monthly Volunteer A		1	1	30.85	12	12	370		370	0.01													
6.f.xvi Volunteer Orientation		0.25	1	44.27	116	29	5,135		5,135	0.02													
6.g Administrative Support																							
6.g.i Annual Inventory File Maintenance		0.29	1	7.38	10	3	74		74	0.00													
6.g.ii Dispositions Files		0.5	1	13	1	1	13		13	0.00													
6.g.iii Charity Representative		3	1	84.34	4	12	337		337	0.01													
6.g.iv Manage Staff Kitchen Funds and Supplies		0.25	1	36.28	12	3	435		435	0.00													
6.g.v Vehicle Maintenance		0.5	1	20.43	364	182	7,437		7,437	0.10													
6.g.vi Quarterly Survey included in 1.a.i Reference																							
6.g.vii Monthly Report		0.5	1	7.28	144	72	1,048		1,048	0.04	1.75	1		0	12	21							
6.h Administrative Office Support																							
6.h.i Administration Opening Procedure		0.17	1	2.79	251	43	700		700	0.02													
6.h.ii Administration Switchboard		0.05	1	1.31	6300	315	8,253		8,253	0.17													
6.h.iii Library Visitors		0.07	1	2.79	3050	214	8,510		8,510	0.11													
6.h.iv Filing		0.06	1	0.2	11871	712	2,374		2,374	0.38	0.06	1		0	2525	151.5							
6.h.v Maintain Administration Supplies		0.5	1	8.24	12	6	99	2,700	2,799	0.00													
6.h.vi Mailroom Management		0.17	1	5.42	251	43	1,360		1,360	0.02	0.25	1		0	39	9.75							
6.h.vii Office Machine Maintenance		0.17	1	5.42	251	43	1,360	5,240	6,600	0.02													
6.h.viii Tracking Mail Machine Funds		0.33	1	5.42	3	1	16		16	0.00													
6.h.ix Administration Closing Procedure		0.17	1	2.79	251	43	700		700	0.02													
6.h.x SharePoint Document Maintenance		0.5	1	8.16	12	6	98		98	0.00													
6.i Human Resources Support																							
6.i.i Risk Management Liaison		0.58	1	26.09	383	222	9,992		9,992	0.12													
6.i.ii Hiring		0.25	1	5.30	14	4	74		74	0.00													
6.i.iii Employee Status Change		0.08	1	5.30	30	2	159		159	0.00													
6.i.iv Tracking FMLA		0.17	1	2.77	26	4	72		72	0.00													
6.i.v Maintaining Employee Records included in 6.h.iv Filing																							

Marion County Board of County Commissioners

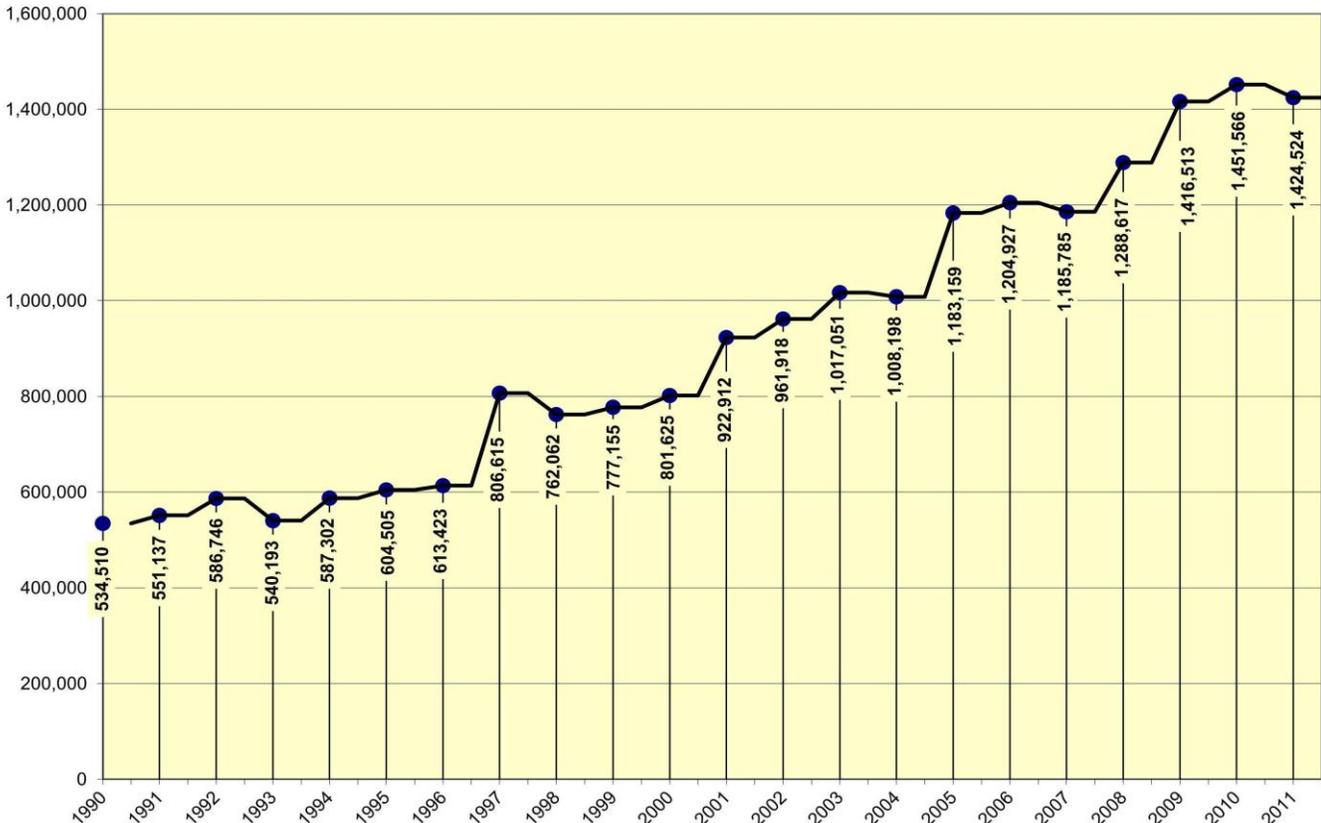
Forecast Service Volume

Fund number:
 Department number: 6210
 Department name: Marion County Public Library

Place completed worksheet in business plan template section four.

List Services provided:	Current	Forecast	Variance
	volume	volume 2012-13	
Public Services			
Questions	1,299,000	1,300,000	1,000
Programs	1,225	1,200	(25)
Program Attendance	41,700	36,000	(57,000)
InterLibrary Loan (ILL)	8,500	8,500	
Collection Development and Management			
Materials Collection	550,000	560,000	10,000
Gift Materials	7,500	7,500	
Circulation of Library Materials			
Circulation of Library Materials	1,345,000	1,350,000	5,000
New Registered Borrowers	11,600	11,000	(600)
Management, Supervision/Organizational Support			
Volunteer Hours	11,000	11,000	

Marion County Public Library Circulation History





Marion
County
FLORIDA

Organization & Management

Library Organization

Overview

The Marion County Public Library System provides public library services to the residents of Marion County. The Library System is comprised of interdependent libraries and collections designed to make its total resources readily available and accessible to the community.

The Marion County Public Library System operations are funded by Marion County ad valorem taxes. The Library System also receives funds from various grants, miscellaneous fines and fees, and an annual State Aid to Libraries grant from the State of Florida.

The residents of Marion County are served by the headquarters library in Ocala and branches in Belleview, Dunnellon, Forest Corners, Ft. McCoy, Marion Oaks, Reddick, and the Freedom Public Library near the State Road 200 corridor. The Marion Bookmobile provides library service to outlying areas of the county. Daycare centers, private schools, retirement complexes, and housing communities in Ocala are served by the Community Bookmobile.

The System offers a collection of over 556,000 volumes in the eight libraries and two bookmobiles. A broad-based print and non-print collection makes the Marion County Public Library, Headquarters-Ocala the major public library resource in the system. The smaller collections of the community branch libraries are planned to satisfy the most general and frequent needs of the residents. Through funding provided by the Friends of the Ocala Public Library, electronic books are available for check out as of March 1, 2012.

The System has over 225,600 registered borrowers. During FY10-11, over 1,424,600 items were circulated and over 1,223,900 questions were answered. Also during that same period, those visiting the library used over 796,200 items while in the library. Library facilities are open from three to seven days per week. The Marion County Public Library, Headquarters-Ocala is the only library in the system which is open seven days per week.

The Library System is bordered by Alachua, Levy, Citrus, Sumter, Lake, Putnam, and Volusia counties. Of these, the Library System has reciprocal borrowing agreements with Alachua, Lake, Levy and Citrus counties which allow citizens from Marion County to obtain a free library card in the respective counties and vice versa.

Internal Organization

Functionally, the Headquarters – Ocala Public Library has the most interconnected variety of activities as well as volume of activity. Activities in our seven branch libraries mirror the public service activities conducted by Information Services, Children's Services and Circulation Services though on a smaller scale. The following descriptions of activities and services are in general terms.

Technical Services Section (part of Access Services Division):

All library materials (books, books-on-CD, leased collection, etc.) are ordered by the Collection Development Librarian. Once library materials are received and checked in at the loading dock, they are transferred into Technical Services proper where physical and bibliographic processing occur. It is necessary for each item to be physically handled to apply book jackets, spine labels, ownership stamps, bar codes, etc. Additionally, each title must be entered into the automated library database so customers can locate what they need via title, author, subject and key word access points. Our bibliographic database also enables our customers to identify where an item can be found in the library and which library has the item. Maintenance of the library on-line catalog (added copies, deletions and "clean ups") as well as the physical repair and maintenance of individual items is also accomplished in the Technical Services section. Inter-library loan materials (access to materials from libraries outside our system) are ordered and received in this section as well. Additionally, new materials, request materials, supplies, etc. are delivered to branch libraries by two part-time couriers. The Technical Services section consists of two section lead workers (Collection Development Librarian and Public Services Librarian III), two Catalog Specialists, three Library Technician IIs, and two part-time Couriers. This section was hit particularly hard with budget reductions and in FY2008-09 experienced a staffing reduction of three Library Technician I's and one Library Aide. Individuals in this division typically work 8 a.m. - 5 p.m., Monday through Friday.

Circulation Services Section (part of Access Services Division):

Once materials are physically processed and accessible via the library on-line catalog they are either taken to the headquarters Circulation section or transported to a branch library. The Circulation section makes library materials physically accessible to our customers. Circulation staff check out materials, check in materials, shelve materials, find library materials which have been requested by a customer, maintain requested materials until pick-up, maintain the shelf appearance and order of the library collection, issue and renew library cards, collect fines and fees, communicate with customers regarding customer accounts and library policy, address damaged, lost or overdue issues with the customer and answer all incoming telephone calls to the switchboard.

These functions are accomplished with four Circulation Specialists (who share lead-worker responsibilities) and eight full-time and eight part-time Circulation Assistants. Individuals in the Circulation section cover a seven day per week schedule with a 60 hour public service schedule at multiple service points.

Children's Services Division:

Children's Services provides an environment in which imaginations can soar and an interest in and love of reading and learning can develop. Special displays, information and decorations help to create the desired atmosphere. Image rich, stimulating, age-appropriate programs are planned and presented to children from birth through grade six. Regular (toddler, pre-school, school tours) and special programs (home-school expo, children's book festival, and fairytale extravaganza) are presented both in the library and off-site through outreach efforts. Materials selection is conducted by librarians to provide a broad collection of materials to support this age group, as well as to support our programming efforts, the school curriculum and developing literacy needs. Additionally, librarians are available to answer reference questions, recommend titles for the reluctant reader, place requests, assist with computer use and assist the customer in determining and finding what material is needed. Customers are served by one division manager, one Public Services Librarian III, two Public Services Librarian IIs, four Public Services Librarian Is, four Public Services Assistants and one full-time Library Aide. Individuals in the Children's Services division cover a seven day per week schedule with a 60 hour public service schedule at multiple service points.

Information Services Division:

The major service emphasis within the Information Services division is the provision of reference, information, and reader's advisory services - by telephone, in-person, by mail and by email. This is accomplished by thoughtful materials selection, knowledge of on-line resources and how to navigate them, continued life-long learning to stay abreast of issues and trends, practicing active listening skills when working with our customers and staying current on technological advances. Based on community interests, programs, tours and computer training for adults and teens, are either presented or coordinated by Information Services staff. Additionally, attractive displays, bibliographies and posters are created to help stimulate an interest in a particular topic, to educate individuals and to highlight community resources. Also, as a service, staff proctors college exams for those individuals who are participating in distance learning. Customers are served by one division manager, three Public Services Librarian IIIs, five full-time Public Services Librarian IIs, five full-time and one part-time Public Services Librarian Is, and two full-time Public Services Assistants. One part-time Public Services Librarian II was cut from the budget during FY2011-12. Individuals in the Information Services division cover a

seven day per week schedule with a 60 hour public service schedule at multiple service points.

Community Relations Division: Using various mechanisms such as the library website, posters, flyers, bookmarks, press releases, articles and our new library magazine, *WORDS*, the Community Relations division conducts the community awareness campaign for all of the library programs, services and initiatives. Vital functions which are also conducted out of this division include grant development and grant management, system-wide volunteer program management and community outreach and partner development. The Library Community Liaison also serves as liaison to the Marion County Public Information Office. The division is made up of one Library Community Liaison and one Staff Assistant III. Individuals are scheduled to work a five day per week schedule, 8 a.m. – 5 p.m. yet frequently are called upon to participate in special events after hours and on weekends.

Systems Division: Systems is a title applied to the division which manages our library automation software system known as “Horizon.” The automated system is an interconnected database which links the “patron” database with the “bibliographic” database. (The bibliographic database enables a person to see what the library owns, how many copies are owned and where the copies are located. The patron database helps the library keep track of the card holders and what is checked out on a card. It links the patron with the item that is checked out.) The division also provides hardware and software support to library staff for computer peripherals, “troubleshoots” technology concerns, researches technology products, runs automated reports and borrower notices and accesses library use statistics. Staff in this division administer, monitor, maintain, and upgrade the automated system, as necessary. The Systems division is made up of two staff members - one Library Systems Supervisor and one Library Technician III. They provide seven day per week and on-call service.

Administrative Services: Numerous functions fall under the heading of “Administration.” They included but are not limited to supervision, coaching, counseling and handling disciplinary actions, staying abreast of new and developing trends in the library profession, various aspects of collection development, meeting room scheduling and management, payroll, building and grounds supervision, Friends of the Library interactions, file maintenance, accounting, new hire processing, meeting participation and being responsive to a variety of internal and external customer needs. Administrative functions are conducted by one Library Director, one Assistant Library Director, one Administrative Staff Assistant and two Staff Assistant IIs.

Branch Services: Each of the seven branches and two bookmobiles are managed by a Branch Library Supervisor I, II or III. These supervisors are managed by a Library Division Manager of Branches, based at the Headquarters – Ocala Public Library. As

stated earlier, most of the public service functions which take place at headquarters also occur in each of our branch libraries but to a lesser degree. Branch libraries and a staff listing can be found in both the “Business Description and Vision” section which includes a breakdown of staff by library division and branch as well as in the “Organization and Management” section in the form of an organizational chart.

Guidelines for Operations

In addition to the policies established by the Board of County Commissioners, the Administrative Policies established by Marion County Administration, the Employee Handbook, and the Marion County Public Library policies (appended), the library operates under specific state and federal statutes as well.

Federal

The bedrock of public library service lays with the First Amendment to the Constitution of the United States which states:

“Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances. “

Additionally, the Children’s Internet Protection Act (CIPA) is a federal law enacted by Congress to address concerns about access to content over the Internet on school and library computers which might be considered “harmful to minors.” CIPA imposes certain types of requirements on any school or library that receives funding for Internet access or internal connections from the E-rate program – a program that makes certain communications technology more affordable for eligible schools and libraries.

CIPA Requires:

- Schools and libraries subject to CIPA may not receive the discounts offered by the E-rate program unless they certify that they have an Internet safety policy that includes technology protection measures. The protection measures must block or filter Internet access to pictures that are: (a) obscene, (b) child pornography, or (c) harmful to minors (for computers that are accessed by minors). Before adopting this Internet safety policy, schools and libraries must provide reasonable notice and hold at least one public hearing or meeting to address the proposal.
- Schools and libraries subject to CIPA are required to adopt and implement an Internet safety policy addressing: (a) access by minors to inappropriate matter on the Internet; (b) the safety and security of minors when using electronic mail, chat rooms, and other forms of direct electronic communications; (c) unauthorized

access, including so-called “hacking,” and other unlawful activities by minors online; (d) unauthorized disclosure, use, and dissemination of personal information regarding minors; and (e) measures restricting minors’ access to materials harmful to them.

State

The Florida State Statutes which govern public libraries are listed below and address such areas as the requirements for the State Aid to Libraries grant program (F.S. 257.16, 257.17, 257.23, and 257.24) confidentiality of library records (F.S. 257.261), child Internet safety measures (F.S. 257.12), voter registration (F.S. 97.021, 97.058 and 98.015) and early voting (F.S. 101.657).

CHAPTER 257

PUBLIC LIBRARIES AND STATE ARCHIVES

257.12 Division of Library and Information Services authorized to accept and expend federal funds.--

(3) All public libraries are encouraged to adopt an Internet safety education program, including the implementation of a computer-based educational program, which has been endorsed by a government-sanctioned law enforcement agency or other reputable public safety advocacy organization and is designed for children and adults. The purpose of the Internet safety education program is to promote the use of prudent online deputation and broaden awareness of online predators. The program must be interactive and age-appropriate. Each library shall annually report to the division the annual number of program participants who complete the Internet safety education program. By April 1, 2010, the division shall adopt rules for rewarding those libraries in the program grant application process which have had 1 percent or more of their annual number of program participants, based on the total number of registered borrowers from the preceding year, complete the Internet safety education program adopted by the library. Program participants completing the program as a result of strategic partnerships or collaboration between the library and other entities shall be integrated into the library's annual report. The division shall adopt rules to allocate 10 percent of the total points available in the library services and technology grant application evaluation process to public libraries that are in compliance with this section, beginning with the grant application cycle for the 2011-2012 fiscal year.

History.--ss. 1, 2, ch. 26976, 1951; s. 4, ch. 63-39; ss. 10, 35, ch. 69-106; s. 21, ch. 69-353; s. 18, ch. 86-163; s. 4, ch. 2005-207; s. 1, ch. 2009-194.

257.16 Reports.--Any library receiving grants under ss. 257.14-257.25 shall file with the Division of Library and Information Services on or before December 1 of each year a financial report on its operations and furnish the division with such other information as the division may require.

History.--s. 4, ch. 61-402; s. 4, ch. 63-39; ss. 10, 35, ch. 69-106; s. 21, ch. 69-353; s. 3, ch. 83-24; s. 21, ch. 86-163.

257.17 Operating grants.--A political subdivision that has been designated by a county or municipality as the single library administrative unit is eligible to receive from the state an annual operating grant of not more than 25 percent of all local funds expended by that political subdivision during the second preceding fiscal year for the operation and maintenance of a library, under the following conditions:

(1) Eligible political subdivisions include:

(a) A county that establishes or maintains a library or that gives or receives free library service by contract with a municipality or nonprofit library corporation or association within such county;

(2) The library established or maintained by such political subdivision shall:

(a) Be operated under a single administrative head who is an employee of the single library administrative unit and who has completed a library education program accredited by the American Library Association. The single administrative head shall have at least 2 years of full-time paid professional experience, after completing the library education program, in a public library that is open to the public for a minimum of 40 hours per week.

(b) Expend its funds centrally.

(c) Provide reciprocal borrowing, and other library services pursuant to interlocal agreement, to residents of all political subdivisions within the county which receive operating grants from the state.

(d) Have at least one library or branch library open for 40 or more hours per week.

(e) Have a long-range plan, an annual plan of service, and an annual budget.

(f) Engage in joint planning for coordination of library services within the county or counties that receive operating grants from the state.

(3) Any political subdivision establishing public library service for the first time shall submit a certified copy of its appropriation for library service, and its eligibility to

receive an operating grant shall be based upon such appropriation.

History.--s. 5, ch. 61-402; s. 1, ch. 72-247; s. 3, ch. 72-353; s. 1, ch. 73-138; s. 3, ch. 83-24; s. 53, ch. 2000-171; s. 1, ch. 2001-263; s. 5, ch. 2003-2; s. 1, ch. 2003-126.

257.191 Construction grants.--The Division of Library and Information Services may accept and administer library construction moneys appropriated to it and shall allocate such appropriation to municipal, county, and regional libraries in the form of library construction grants on a matching basis. The local matching portion shall be no less than the grant amount, on a dollar-for-dollar basis, up to the maximum grant amount, unless the matching requirement is waived by s. 288.06561. Initiation of a library construction project 12 months or less prior to the grant award under this section shall not affect the eligibility of an applicant to receive a library construction grant. The division shall adopt rules for the administration of library construction grants. For the purposes of this section, s. 257.21 does not apply.

History.--s. 4, ch. 73-138; s. 5, ch. 83-24; s. 23, ch. 86-163; s. 2, ch. 2003-126.

257.23 Application for grant.--The board of county commissioners of any county, the chief executive officer of a municipality, or the governing body of a special district or a special tax district desiring to receive a grant under the provisions of ss. 257.14-257.25 shall apply therefor to the Division of Library and Information Services on or before October 1 of each year on a form to be provided by the division. The application shall be signed by the chair of the board of county commissioners and attested by the clerk of the circuit court or the appropriate officer in a charter county, by the chief executive officer of a municipality and attested by the clerk of the municipality, or by the chair of the governing body and attested by the chief financial officer of a special district or a special tax district. The county, municipality, special district, or special tax district shall agree to observe the standards established by the division as authorized in s. 257.15. On or before December 1 each year, the applicant shall certify the annual tax income and the rate of tax or the annual appropriation for the free library or free library service, and shall furnish such other pertinent information as the division may require.

History.--s. 11, ch. 61-402; s. 4, ch. 63-39; ss. 10, 35, ch. 69-106; s. 21, ch. 69-353; s. 6, ch. 72-353; s. 6, ch. 83-24; s. 26, ch. 86-163; s. 152, ch. 95-148; s. 4, ch. 2003-126.

257.24 Use of funds.--State funds allocated to libraries shall be expended only for library purposes in the manner prescribed by the Division of Library and Information Services. Such funds shall not be expended for the purchase or construction of a library building or library quarters, except such funds specifically appropriated for construction purposes as provided in this chapter.

History.--s. 12, ch. 61-402; s. 7, ch. 72-353; s. 6, ch. 73-138; s. 7, ch. 83-24; s. 27, ch. 86-163.

257.25 Free library service.--Free library service shall constitute as a minimum the free lending of library materials that are made available for circulation and the free provision of reference and information services.

History.--s. 13, ch. 61-402; s. 7, ch. 83-24.

257.261 Library registration and circulation records.--

(1) All registration and circulation records of every public library, except statistical reports of registration and circulation, are confidential and exempt from the provisions of s. 119.07(1) and from s. 24(a) of Art. I of the State Constitution.

(2) As used in this section, the term "registration records" includes any information that a library requires a patron to provide in order to become eligible to borrow books and other materials, and the term "circulation records" includes all information that identifies the patrons who borrow particular books and other materials.

(3)(a) Except in accordance with a proper judicial order, a person may not make known in any manner any information contained in records made confidential and exempt by this section, except as otherwise provided in this section.

(b) A library or any business operating jointly with the library may, only for the purpose of collecting fines or recovering overdue books, documents, films, or other items or materials owned or otherwise belonging to the library, disclose information made confidential and exempt by this section to the following:

1. The library patron named in the records;
2. In the case of a library patron less than 16 years of age, the parent or guardian of that patron named in the records;
3. Any entity that collects fines on behalf of a library, unless the patron is less than 16 years of age, in which case only information identifying the patron's parent or guardian may be released;
4. Municipal or county law enforcement officials, unless the patron is 16 years of age, in which case only information identifying the patron's parent or guardian may be released; or

5. Judicial officials.

(4) Any person who violates this section commits a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083.

History.--s. 1, ch. 78-81; s. 1, ch. 89-18; s. 1, ch. 96-220; s. 112, ch. 96-406; s. 1, ch. 2003-13; s. 6, ch. 2003-126.

Chapter 97

QUALIFICATION AND REGISTRATION OF ELECTORS

97.021 Definitions.—For the purposes of this code, except where the context clearly indicates otherwise, the term:

(41) “Voter registration agency” means any office that provides public assistance, any office that serves persons with disabilities, any center for independent living, or any public library.

97.058 Voter registration agencies.—

(1) Each voter registration agency must provide each applicant the opportunity to register to vote or to update a voter registration record, at the time the applicant applies for services or assistance from that agency, for renewal of such services or assistance, or for a change of address required with respect to the services or assistance.

(2) Each voter registration agency, other than a public library, must develop and provide each applicant with a form approved by the department containing all of the following:

(a) The questions:

1. “If you are not registered to vote where you live now, would you like to apply to register to vote today?”

2. “If you are registered to vote where you live now, would you like to update your voter registration record?”

(b) For agencies providing public assistance, the statement, “Applying to register or declining to register to vote will not affect the amount of assistance that you will be provided by this agency.”

(c) Boxes for the applicant to check which indicate that:

1. The applicant would like to register to vote or update a current voter registration;
2. The applicant would like to decline to register to vote; or
3. The applicant is already registered to vote and does not need to update the voter registration, together with the statement, "If you do not check any box, you will be considered to have decided not to register to vote or update a voter registration at this time."

(d) The statement, "If you would like help in filling out the voter registration application, we will help you. The decision whether to seek or accept help is yours. You may fill out the voter registration application in private."

(e) The statement, "If you believe that someone has interfered with your right to register or to decline to register to vote, your right to privacy in deciding whether to register or in applying to register to vote, or your right to choose your own political party or other political preference, you may file a complaint with the Secretary of State."

(f) The address and telephone number of the appropriate office in the department where a complaint may be filed.

(g) A statement that all declinations will remain confidential and may be used only for voter registration purposes.

(h) A statement that informs the applicant who chooses to register to vote or update a voter registration record that the office at which the applicant submits a voter registration application or updates a voter registration record will remain confidential and may be used only for voter registration purposes.

(3)(a) A voter registration agency may use the uniform statewide voter registration application or may create and use a voter registration application that meets the requirements of s. [97.052](#), with the approval of the department.

(b) A voter registration agency must provide to each applicant under subsection (1) the voter registration application that the agency decides to use pursuant to paragraph (a). An applicant who indicates a desire to register to vote or update a voter registration record must be provided the same degree of assistance with regard to the completion of that voter registration application as is provided by the agency with regard to the completion of its own forms, unless the applicant refuses that assistance.

(4) If a voter registration agency provides services to a person with a disability at the person's home, the agency must also provide voter registration services at the person's home.

(5) A voter registration agency must establish procedures for providing voter registration services to applicants who apply by telephone.

(6) A voter registration agency must forward all completed and incomplete voter registration applications within 5 days after receipt to the supervisor of the county where the agency that processed or received that application is located.

(7) A voter registration agency must retain declinations for a period of 2 years, during which time the declinations are not considered a record of the client pursuant to the laws governing the agency's records.

(8) A person providing voter registration services for a voter registration agency may not:

(a) Seek to influence an applicant's political preference or party registration;

(b) Display any political preference or party allegiance;

(c) Make any statement to an applicant or take any action the purpose or effect of which is to lead the applicant to believe that a decision to register or not to register has any bearing on the availability of services or benefits;

(d) Make any statement to an applicant or take any action the purpose or effect of which is to discourage the applicant from registering to vote; or

(e) Disclose any applicant's voter registration information except as needed for the administration of voter registrations.

(9) A voter registration agency must collect data determined necessary by the department, as provided by rule, for program evaluation and reporting to the Election Assistance Commission pursuant to federal law.

(10) Each state agency which contracts with a private provider that is also a voter registration agency as defined in s. [97.021](#) is responsible for contracting for voter registration services with that provider and for ensuring that the private provider complies with the provisions of this section.

(11) Each voter registration agency must ensure that all voter registration services provided by its offices are in compliance with the Voting Rights Act of 1965.

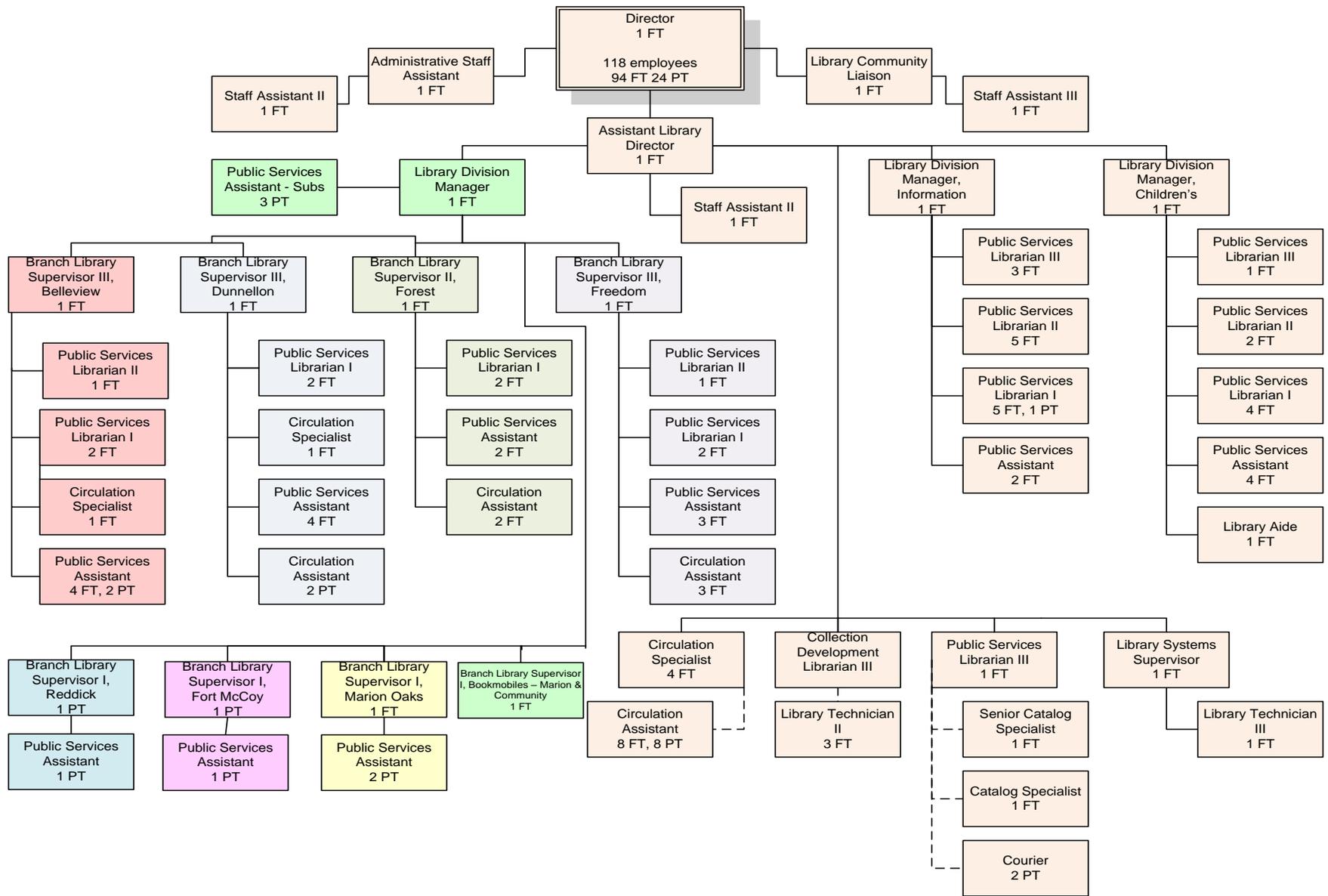
History.—s. 14, ch. 94-224; s. 3, ch. 2002-189; s. 10, ch. 2005-278.

Chapter 101

VOTING METHODS AND PROCEDURES

101.657 Early voting.—

(1)(a) As a convenience to the voter, the supervisor of elections shall allow an elector to vote early in the main or branch office of the supervisor. The supervisor shall mark, code, indicate on, or otherwise track the voter's precinct for each early voted ballot. In order for a branch office to be used for early voting, it shall be a permanent facility of the supervisor and shall have been designated and used as such for at least 1 year prior to the election. The supervisor may also designate any city hall or permanent public library facility as early voting sites; however, if so designated, the sites must be geographically located so as to provide all voters in the county an equal opportunity to cast a ballot, insofar as is practicable. The results or tabulation of votes cast during early voting may not be made before the close of the polls on election day. Results shall be reported by precinct.





Marketing and Customer Service

From a market driven position, it is important for customers to understand all of the programs and services that are available via the Library, and for the Library to understand the needs of its customers. In developing a marketing plan, the intent is to position the Library as the “go to” source for information and resources, select the best strategies that will promote these products and reach the target markets. In addition, the Library must compare the demand for its products and services against those of its competitors. For example, if the perception of the customer is that the Internet is free and provides immediate access to information, the Library must demonstrate accessibility to free Internet and WIFI and the validity of its databases and research services.

Effective promotion depends upon customer perception. Features and qualities that are important to the customer sell the service. Promotion lets the customer know what specific products and services are available.

Marketing Library Services

Product, price, place and promotion are central to the marketing planning and implementation process.

- Product-These are the services that the Library provides to the public. The desirability of these products depends upon many different perceptions, including, convenience, accessibility, availability of alternatives and a welcoming environment.
- Price- Each service that the Library provides has a price based upon the cost of doing business (staffing, overhead, facility, equipment).
- Place- Each of the services provided by the Library has a place/location.
- Promotion- Each service must have a target market and a promotional plan that will get the message to the right audience through the use of the most effective medium.

In developing its marketing plan, the Library needs to consider each of its products in terms of price, place, and promotional potential. As stated previously, effective

promotion will be individualized based upon the perception of the customer. The Library will present its marketing and promotional efforts with consideration to its customer's interests and needs.

For example,

- Who reads newspapers? Who doesn't?
- Who physically comes into the Library and sees displays?
- Who works online from home?
- Who is seeking electronic books?
- Who is looking for both online information and social interaction?
- Who is looking for a job?
- Who needs Internet service or WIFI?
- Who is interested in opening a small business?
- Who is looking for test help?
- Who needs to select and memorize a monologue?
- Who need to read one of the latest Sunshine State Reader books?
- Who needs back-up material for a science project?
- Who would be most interested in curricular support material?
- Who needs help physically accessing library resources?

Questions that may impact customer decisions include:

- Must I leave the house to get this?
- If I have to leave the house, where is the most convenient place to get what I need?
- What place is most likely to have what I need?
- Where will I likely have the most pleasant experience?
- Can I get this on my own without asking for help from a Librarian?
- Where can I get help determining what I need?
- How much will it cost?

Identifying Target Markets & Motivating Factors

The following table represents the Marion County Public Library System's target markets and provides *suggested* motivating factors for each segment.

Customer	Description	Motivating Factors
Children	0-12 years of age	Motivating factors for parents of children include opportunities for early learning activities, educational support, enrichment, social interaction, affordability and information to support parenting roles. Motivating factors for children include fun activities, social interaction, stimulating visual environment, educational support, opportunities for self expression, discovery and entertainment.
Teens	13-18 years of age	Motivating factors for teens include access to online services, wifi, social and recreational opportunities with peers, affordability and sense of independence.
Young Adults	“20” something to mid “30’s”	Motivating factors for young adults include access to online services, wifi, social networking, media centers, web-based delivery of information, choices, diversity, opportunities for creative input, affordability, career and DIY information and (as applicable) family time.
Families	Single and dual-parent families with children	Motivating factors for families include affordability, access to weekend or after-school activities (after work hours) for family-time, computer and technology, theme-centered entertainment, DIY information, classes tailored to age and interest preferences, a diverse collection of books and materials for education and entertainment.
Minority Populations	(Includes Non-English speaking cultures)	Motivating factors for minorities include affordability, access to technology, information, collections, classes and career information, as well as access to native language collections, events and activities.
Retirees/ Boomers/ Seniors	55 and older	Motivating factors for retirees and seniors include a high expectation for library services after having lived in other parts of the country, affordability, opportunities for social engagement, a place to meet and connect with like-minded individuals, book clubs and discussion groups, computer classes for both advanced and beginner levels, lecture series and face-to-face interaction.
Disabled	Children and adults	Convenient access to technology, equipment, programs and library materials in the appropriate format, affordability, and social interaction.

The Right Medium for the Target Market

Developing successful marketing strategies requires careful analysis of the market, message and appropriate medium. The mediums that may be most successful in reaching young adults, such as websites, broadcast, leisure and professional magazines and newsletters (Chamber of Commerce & Economic Development) , may not be the right choice for reaching families with children. In that case, the mediums of choice might be family-oriented magazines, flyers, information through the school system, print and electronic community calendars. For minority or non-English – speaking cultures, a grass-roots approach may be more appropriate including bulletins in faith-based organization newsletters, public service announcements on non-English-speaking radio and television stations, flyers posted in places of business such as convenience stores and even just plain word of mouth. For the retirees and senior markets, print mediums, radio and community-based newsletters are most likely to reach this market.

Customer Service

The Library strategy for providing excellent customer service is simply to treat our internal and external customers as we would like to be treated. This is accomplished in a number of ways. We begin the process of determining customer service success during the interview process by asking numerous behavioral and situational questions related to customer service provision in an attempt to ascertain the customer service commitment of an applicant. This is done for all vacancies within the library organization. We believe that it is more important to get the “right fit” from the beginning rather than try to teach an individual what good customer service is. Essentially, individuals either “get it” or they don’t.

Additionally, the Library conducts quarterly employee recognition based on the “FISH” philosophy or principles. The principles have been taught during training days held once per year as well as via classes which are taught by Marion County Human Resources and books which can be found in the library collection. Ballots are completed by peers and randomly drawn by a previous winner. Three employee names are drawn per quarter and provided a gift certificate, compliments of the Friends of the Library and an administrative leave day, with pay.

The four FISH principles by which employees are nominated are:

- **Be There** is being emotionally present for people. It’s a powerful message of respect that improves communication and strengthens relationships.
- **Play** taps into your natural way of being creative, enthusiastic and having fun. Play is the spirit that drives the curious mind, as in “Let’s play with that idea!” It’s a mindset you can bring to everything you do.

- **Make Their Day** is finding simple ways to serve or delight people in a meaningful, memorable way. It's about contributing to someone else's life, not because you want something out of it, but because that's the person you want to be.
- **Choose Your Attitude** means taking responsibility for how you respond to what life throws at you. Once you are aware that your choice impacts everyone around you, you can ask yourself, "Is my attitude helping my team or my customers? Is it helping me to be the person I want to be?"

Taken from: www.charthouse.com.

Also, staff have gone through personality indicator classes and testing so that they can better understand themselves and their co-workers. The personality type indicator which has had the most impact on how we interact with each other is the Enneagram Personality Indicator test. This personality indicator test helps individuals to better understand what motivates them and thus what makes them behave a certain way. The majority of staff are type 6 which mirrors much of our society. The following explanation of the nine personality types is taken from *Personality Types: Using the Enneagram for Self-Discovery* by [Russ Hudson](#) and [Don Richard Riso](#).

Type 1: The Reformer - Perfectionists, Responsible, Fixated on improvement, Rational, Idealistic, Principled, Purposeful, Self-Controlled

- Ones are essentially looking to make things better, as they think nothing is ever quite good enough. This makes them perfectionists who want to reform and improve, who desire to make order out of the omnipresent chaos

[Type 2 - The Helper](#) - The Caring, Interpersonal Type, Demonstrative, Generous, People-Pleasing, and Possessive, Helpers need to be needed

- Twos essentially feel that they are worthy insofar as they are helpful to others. Love is their highest ideal. Selflessness is their duty. Giving to others is their reason for being. Involved, socially aware, usually extroverted, Twos are the type of people who remember everyone's birthday and who go the extra mile to help out a co-worker, spouse or friend in need.

[Type 3 - The Achiever](#) - The Success-Oriented, Pragmatic Type: Adaptive, Excelling, Driven, and Image-Conscious, Focused on the presentation of success, to attain validation

- Threes need to be validated in order to feel worthy; they pursue success and want to be admired. They are frequently hard working, competitive and are highly focused in the pursuit of their goals, whether their goal is to be the most successful salesman in the company or the "sexiest" woman in their social circle.

Type 4 - The Individualist - The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental, Identity seekers, Feel unique and different

- Fours build their identities around their perception of themselves as being somehow different or unique; they are thus self-consciously individualistic. They tend to see their difference from others as being both a gift and a curse - a gift, because it sets them apart from those they perceive as being somehow "common," and a curse, as it so often seems to separate them from the simpler forms of happiness that others so readily seem to enjoy.

Type 5 - The Investigator – The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated, Thinkers tend to withdraw and observe

- Fives essentially fear that they don't have enough inner strength to face life, so they tend to withdraw, to retreat into the safety and security of the mind where they can mentally prepare for their emergence into the world. Fives feel comfortable and at home in the realm of thought. They are generally intelligent, well read and thoughtful and they frequently become experts in the areas that capture their interest.

Type 6 - The Loyalist - The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious, Conflicted between trust and distrust

- Sixes essentially feel insecure, as though there is nothing quite steady enough to hold onto. At the core of the type Six personality is a kind of fear or anxiety. Sixes don't trust easily; they are often ambivalent about others, until the person has absolutely proven herself, at which point they are likely to respond with steadfast loyalty.

Type 7 - The Enthusiast - The Busy, Fun-Loving Type: Spontaneous, Versatile, Distractible, and Scattered, Pleasure seekers and planners, in search of distraction

- Sevens are essentially concerned that their lives be an exciting adventure. They are future oriented, restless people who are generally convinced that something better is just around the corner. They are quick thinkers who have a great deal of energy and who make lots of plans. They tend to be extroverted, multi-talented, creative and open minded.

Type 8 - The Challenger - The Powerful, Dominating Type: Self-Confident, Decisive, Willful, and Confrontational, Takes charge, because they don't want to be controlled

- Eights are essentially unwilling to be controlled, either by others or by their circumstances; they fully intend to be masters of their fate. Eights are strong willed, decisive, practical, tough minded and energetic. They also tend to be domineering; their unwillingness to be controlled by others frequently manifests in the need to control others instead.

Type 9 - The Peacemaker - The Easygoing, Self-Effacing Type: Receptive, Reassuring, Agreeable, and Complacent, Keeps peace and harmony

- Nines essentially feel a need for peace and harmony. They tend to avoid conflict at all costs, whether it be internal or interpersonal. As the potential for conflict in life is virtually ubiquitous, the Nine's desire to avoid it generally results in some degree of withdrawal from life, and many Nines are, in fact, introverted. Other Nines lead more active, social lives, but nevertheless remain to some degree "checked out," or not fully involved, as if to insulate themselves from threats to their peace of mind.

Finally, providing quality customer service is a behavior and an outcome which is simply expected of our library employees. We have gone the extra mile to discuss how we can not only provide quality customer service but to make a library visit an "experience" for our customers.

Marketing and Customer Service

Although the Library has 100 percent of the public library market in Marion County, having 100 percent of the penetration is another matter entirely. There will always be competition for our customer's time and interest. The Library must continue to define and communicate its services and their relevance to an ever-changing and diverse customer base. Funding constraints may limit the Library's ability to provide for all of the service interests and needs of its customers, the following steps will be part of each marketing effort:

- Remain true to our mission
- Know who our customers are and understand what motivates them
- Create products and services, within the realities of funding provisions, that our customers want
- Develop specific marketing and public relations strategies for each product provided to our customers
- Evaluate the results of these efforts

Continued efforts to better understand the unique needs and interests of its customers will help the Library carefully plan for and promote its services to the public.

Marion County Public Library System

Partnering Organizations 2004 - 2011

In an effort to better serve the citizens of Marion County, the Marion County Public Library System has developed partnerships and alliances with the following agencies, organizations and business community members:

Health Care



Munroe Regional Medical Center
Heart of Florida Health Care Center
Marion County Health Department
The Centers
Florida Center for the Blind
Center for Independent Living
Marion County Senior Services
Florida Diagnostic and Learning Resources System (FDLRS)
Florida Epilepsy Foundation
SHINE
Marion County Autism Group



Human Services Agencies & Organizations

Department of Children and Family Services
Interfaith Emergency Services, Inc.
Children's Home Society
Devereux Kids
Childhood Development Services/Head Start and Early Head Start
The Marion County Children's Alliance
Eckerd Youth Alternatives
Marion County Literacy Council
Early Learning Coalition of Marion County
Success by 6
United Way of Marion County
Forest Advisory Council
Hands of Mercy Everywhere, Inc.
Kids Central, Inc.



Civic Organizations

Boys & Girls Club of Ocala, Silver Springs Shores
Rotary Clubs of Ocala and Marion County
Altrusa Club of Marion County





Toastmasters
 American Legion
 Boy Scouts of America Council
 Girl Scouts of America Council
 Kiwanis



Business Partners

Ocala/Marion County Chamber of Commerce
 Economic Development Council
 CLM Workforce Development
 Martial Arts World of Ocala



Ocala Star Banner
 WUFT - TV (PBS)
 WIND-FM
 K-Country
 WTRS



Best Buy
 Golden Flake
 Coca Cola
 Taco Bell
 Russell Stover
 Primary Oven
 Tequila Flats

The Windsor of Ocala
 Passion Recording Studios
 Re/Max Allstars Realty

Firehouse Subs
 McAlister's Deli
 Red Swan Paint & Art
 Cici's Pizza
 Publix



Subway
 Lee's Chicken

Sonny's Real Pit BBQ
 AMF Bowling Centers
 Dunkin' Donuts



Barnes & Noble Booksellers
 Books-A-Million
 Brewster's Ice Cream
 Crone's Cradle Conserve
 Mesa De Notte

Multi-Cultural



Racial Harmony Task Force of Ocala
Silver Springs Shores Multi-Cultural Center
Pan-Hellenic Society
India Association Cultural & Education Center of
North Central Florida



Education

The Marion County School System
Marion County Title I Literacy center
ABC Children's Country Club
Bellevue Playland Learning Center
Creative Beginnings Preschool
The Marion County Public Education Foundation
Marion County Community Tech and Adult Center
College of Central Florida
Senior Institute
Shores Christian Academy
Soul's Harbor Christian Academy
Homosassa Wildlife Education Center
Future Stars Academy
Marion County Young Parent program
University of South Florida
Florida Southern University



Government

Marion County Parks & Recreation
Marion County Fire Rescue
Marion County Sheriff's Office
Marion County Animal Services
Marion County Supervisor of Elections
Marion County Transportation/Storm
Water Division Springs Festival
City of Ocala Recreation & Parks



IRS

U.S. Census Bureau
Department of Agriculture &
Consumer Affairs
Division of Forestry
Coast Guard Auxiliary
Rainbow Springs State
UF/IFAS Marion County
Extension Services
Marion County 4-H Club



Arts & Culture

Appleton Museum of Art of College of Central Florida
Arts & Crafts League of Del Webb Spruce Creek



Marion Cultural Alliance
Ocala Civic Theatre
Marion Players
Golden Troupers
West Port High School Omega Theatre
Lake Weir Players
Insomniac Theatre
The Random Playhouse Theatre
Ocali Storytellers Guild
Atlantic Coast Theatre for Youth
Art Club of Belleview
Red String Wayang Theater



Professional Organizations

Florida Public Relations Association/Ocala-Marion County Chapter
Florida Parent-Educators Association (FPEA)



Volunteer Organizations

Retired and Senior Volunteer Program of Marion County
Presidential Council on Volunteerism
Florida Volunteer. Org
United Way
Hands On Network
Marion County Teen Court

Other

Manatee Button Club
AARP Tax-Aide





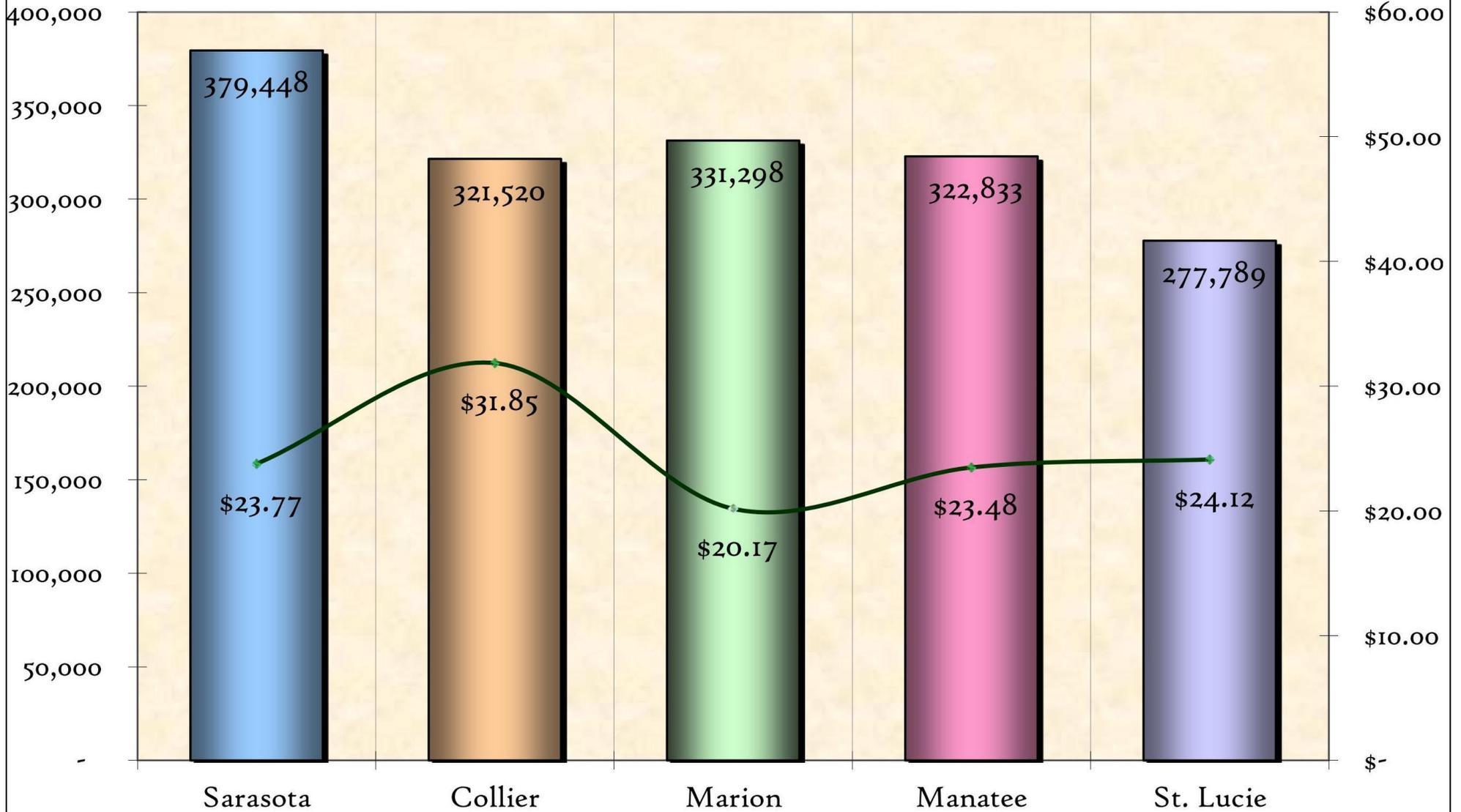
Financial Management, Performance Measures, Benchmarks and Comparatives

MARION COUNTY BOARD OF COUNTY COMMISSIONERS
BUSINESS PLAN BUDGET WORKSHEET
January 3, 2012

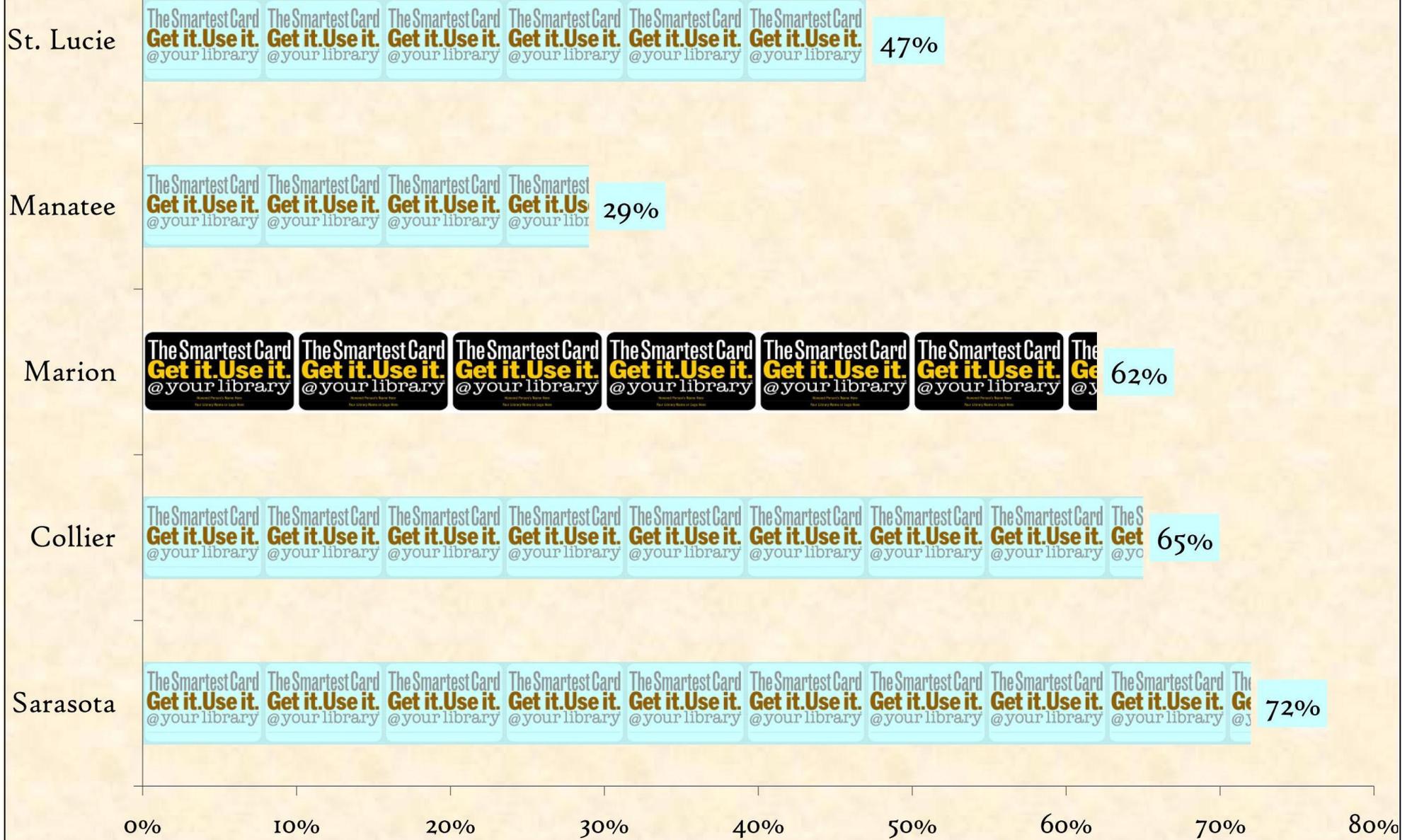
Fund		Department					
001 General Fund		6210 Marion County Public Library System					
Account Code	Account Name	Actual Expenditures 2009-10	Unaudited Expenditures 2010-11	Amended Budget 2011-12	Business Plan 2012-13	Variance	%
EXPENDITURES							
512101	REGULAR SALARIES & WAGES	3,508,109	3,311,169	3,301,944	3,253,795	(48,149)	-1.5%
514101	OVERTIME	-	-	-	-	-	#DIV/0!
521101	FICA TAXES	256,962	242,367	252,598	248,913	(3,685)	-1.5%
522101	RETIREMENT CONTRIBUTIONS	366,355	352,052	175,992	184,174	8,182	4.6%
523101	HEALTH INSURANCE	521,704	505,506	585,432	591,660	6,228	1.1%
523401	LIFE, AD&D, LTD INSURANCE	23,859	20,630	21,457	21,135	(322)	-1.5%
524101	WORKERS' COMPENSATION	20,043	19,637	24,105	23,858	(247)	-1.0%
531109	PROFESSIONAL SERVICES	8,831	10,397	9,400	9,380	(20)	-0.2%
534101	OTHER CONTRACTUAL SERVICE	235,338	219,601	234,208	229,848	(4,360)	-1.9%
540101	TRAVEL & PER DIEM	2,650	1,703	3,467	3,467	-	0.0%
541101	COMMUNICATION SERVICES	(18,881)	91,004	108,937	85,000	(23,937)	-22.0%
542201	POSTAGE & FREIGHT	20,317	21,003	25,915	19,000	(6,915)	-26.7%
543101	UTIL SERV - EL/WTR/SWR	253,517	223,089	244,164	228,026	(16,138)	-6.6%
543102	UTIL SERV - WASTE DISP	4,465	5,109	4,956	4,872	(84)	-1.7%
544101	RENT & LEASES - EQUIPMENT	23,751	26,183	23,756	27,440	3,684	15.5%
544401	RENT & LEASES - BUILDINGS	12,948	12,948	12,948	12,948	-	0.0%
545101	INSURANCE - PREMIUMS	82,156	100,179	90,291	90,291	-	0.0%
546101	REP & MAINT-BLDGS & GRNDS	300	2,350	1,750	-	(1,750)	-100.0%
546257	REP & MAINT-FLEET MGT	12,940	936	-	-	-	#DIV/0!
546301	REP & MAINT-EQUIPMENT	2,075	-	1,200	800	(400)	-33.3%
546312	REP & MAINT-COMPUTER EQ	-	-	-	-	-	#DIV/0!
547101	PRINTING & BINDING	18,403	20,206	22,500	16,805	(5,695)	-25.3%
548101	PROMOTIONAL ACTIVITIES	-	7,350	13,400	-	(13,400)	-100.0%
549112	OTHER CURR CHGS-REFUNDS	1,531	1,398	2,000	2,000	-	0.0%
549185	CHARGES-CENTRAL SERV COST	995,593	-	-	-	-	#DIV/0!
549990	OTHER CURR CHGS-MISC EXP	1,858	1,770	2,000	2,000	-	0.0%
551101	OFFICE SUPPLIES	32,599	12,320	29,788	15,000	(14,788)	-49.6%
552101	GASOLINE OIL & LUBRICANTS	10,104	10,455	12,848	12,302	(546)	-4.2%
552106	OPERATING - COMPUTER SFTW	53,884	55,141	55,087	57,152	2,065	3.7%
552108	OPERATING SUPPLIES	84,415	59,690	80,517	55,000	(25,517)	-31.7%
552116	COMPUTER HARDWARE-OPERA	47,716	106,723	46,203	62,750	16,547	35.8%
554101	BOOKS/PUBS/SUBSCRIP/MEMBS	16,870	8,895	6,895	6,895	-	0.0%
554201	DUES & MEMBERSHIPS	1,000	-	1,000	1,600	600	60.0%
555501	TRAINING & EDUCATION	1,865	662	875	1,050	175	20.0%
561101	LAND	-	-	-	-	-	#DIV/0!
562101	BLDGS-CONST AND/OR IMPROV	250,560	5,091	12,861	-	(12,861)	-100.0%
563101	IMPROV OTHER THAN BLDGS	167,872	-	-	-	-	#DIV/0!
564101	MACHINERY AND EQUIPMENT	28,516	37,254	17,250	3,900	(13,350)	-77.4%
566101	BOOKS/PUB/LIB MATERIALS	998,864	505,035	507,513	500,000	(7,513)	-1.5%
599308	RES FOR BOOK ENDOWMENT	-	-	657,322	657,322	-	0.0%
		8,049,088	5,997,850	6,590,579	6,428,383	(162,196)	
REVENUES							
33150056	CDBG URBAN ENT-LIBRARY	445,422	-	-	-	-	#DIV/0!
33170037	LSTA-READY TO READ 0 TO 3	-	70,773	43,631	-	(43,631)	-100.0%
33470010	AID TO LIBRARIES	147,941	154,156	154,000	190,000	36,000	23.4%
33470020	LIBRARY CONTRUCTION	-	-	-	-	-	#DIV/0!
34710010	FEES - LIBRARY	6,780	5,135	7,000	12,000	5,000	71.4%
35200010	FINES LIBRARY	109,250	101,673	107,000	105,000	(2,000)	-1.9%
36600050	LIBRARY	3,400	3,329	-	3,400	3,400	#DIV/0!
36600057	RELATIVES AS PARENTS PROG	2,303	367	-	-	-	#DIV/0!
36900070	MISC - LIBRARY	51,533	53,705	49,000	60,000	11,000	22.4%
36900213	COST ALLOC-LIBRARY	995,593	-	-	-	-	#DIV/0!
		1,762,221	389,137	360,631	370,400	9,769	

Population Peers	Population		% Pop. with Library Card	Circulation per Capita	Reference Transaction per Capita	Library Visits per Capita	Total Programs	Total Attend.	Total Program Attend. per Capita
State Average	19,049,688		52%	6.78	1.59	4.58	NA	NA	0.23
Sarasota	379,448		72%	8.68	1.11	6.71	3,862	114,321	0.30
Marion	331,298		62%	4.38	3.56	4.44	1,579	36,427	0.11
Manatee	322,833		29%	4.25	1.40	3.11	1,326	33,138	0.10
Collier	321,520		65%	9.24	0.61	5.06	2,369	60,222	0.19
St. Lucie	277,789		47%	2.41	1.03	2.35	923	19,767	0.07
Geographic Neighbors									
Lake	297,052		40%	7.12	1.33	6.23	4,468	96,887	0.33
Alachua	247,336		74%	13.64	2.62	5.97	3,427	81,519	0.33
Citrus	141,236		67%	5.39	0.44	4.50	2,277	58,517	0.41
Sumter	93,420		52%	3.30	0.29	5.43	889	7,358	0.08
Levy	40,801		29%	1.66	0.09	2.16	459	7,039	0.17
FY2009-2010 Florida Public Library Data as supplied to the Division of Library and Information Services by public libraries.									

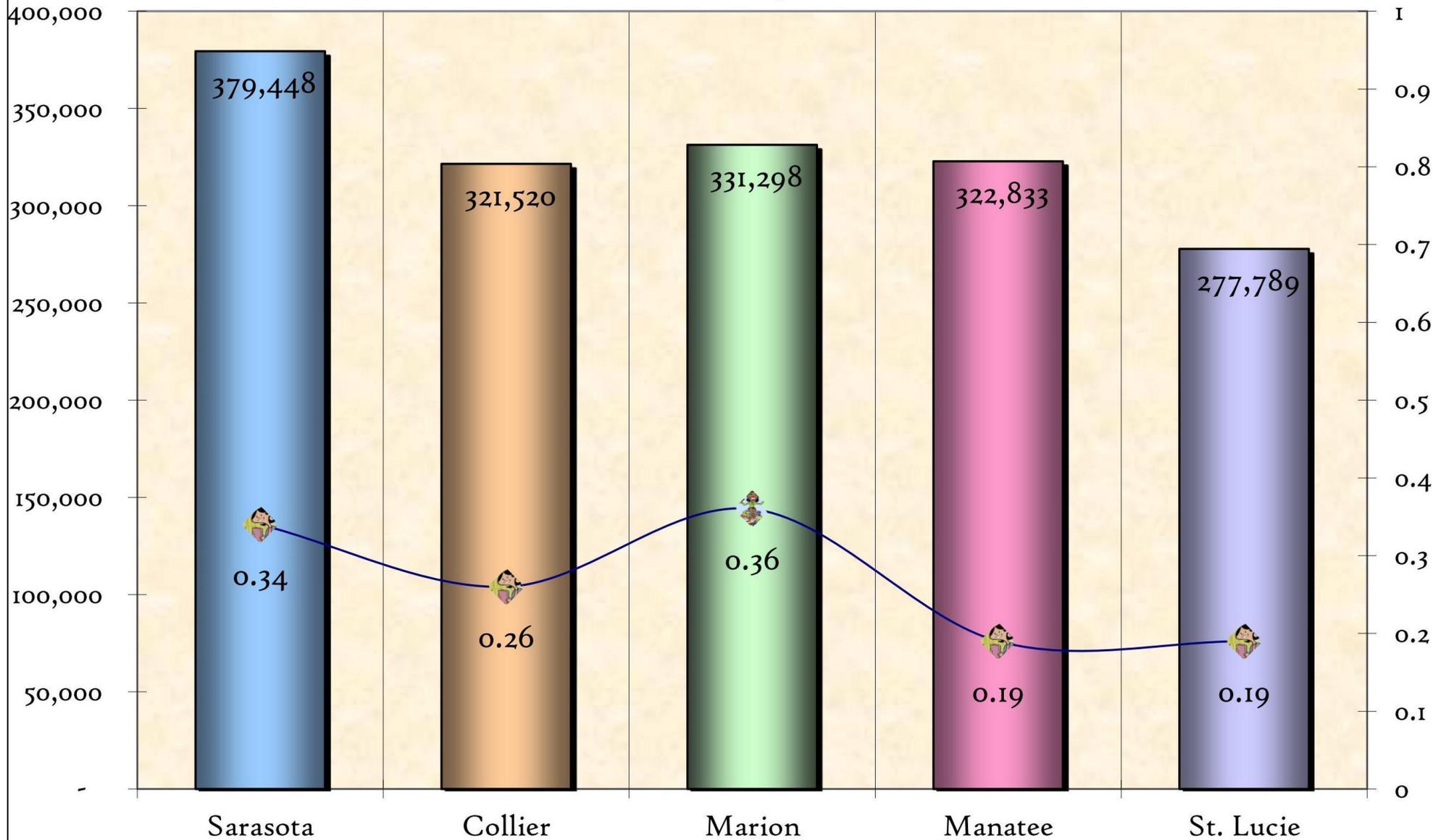
Population Peers
Population & Local Income Per Capita Comparison
Fiscal Year 2009-2010



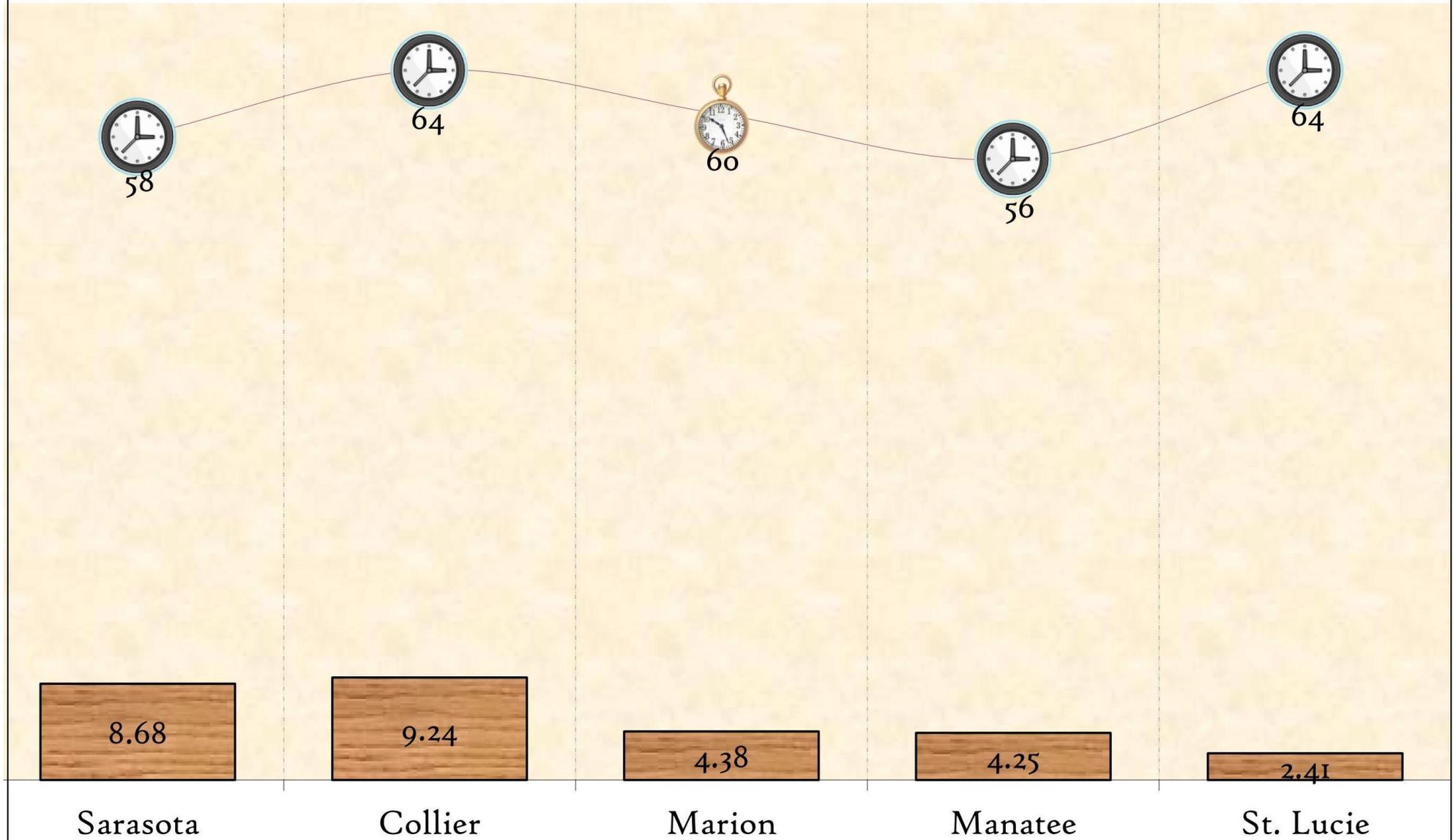
Population Peers
 Percentage with a Library Card
 Fiscal Year 2009-2010



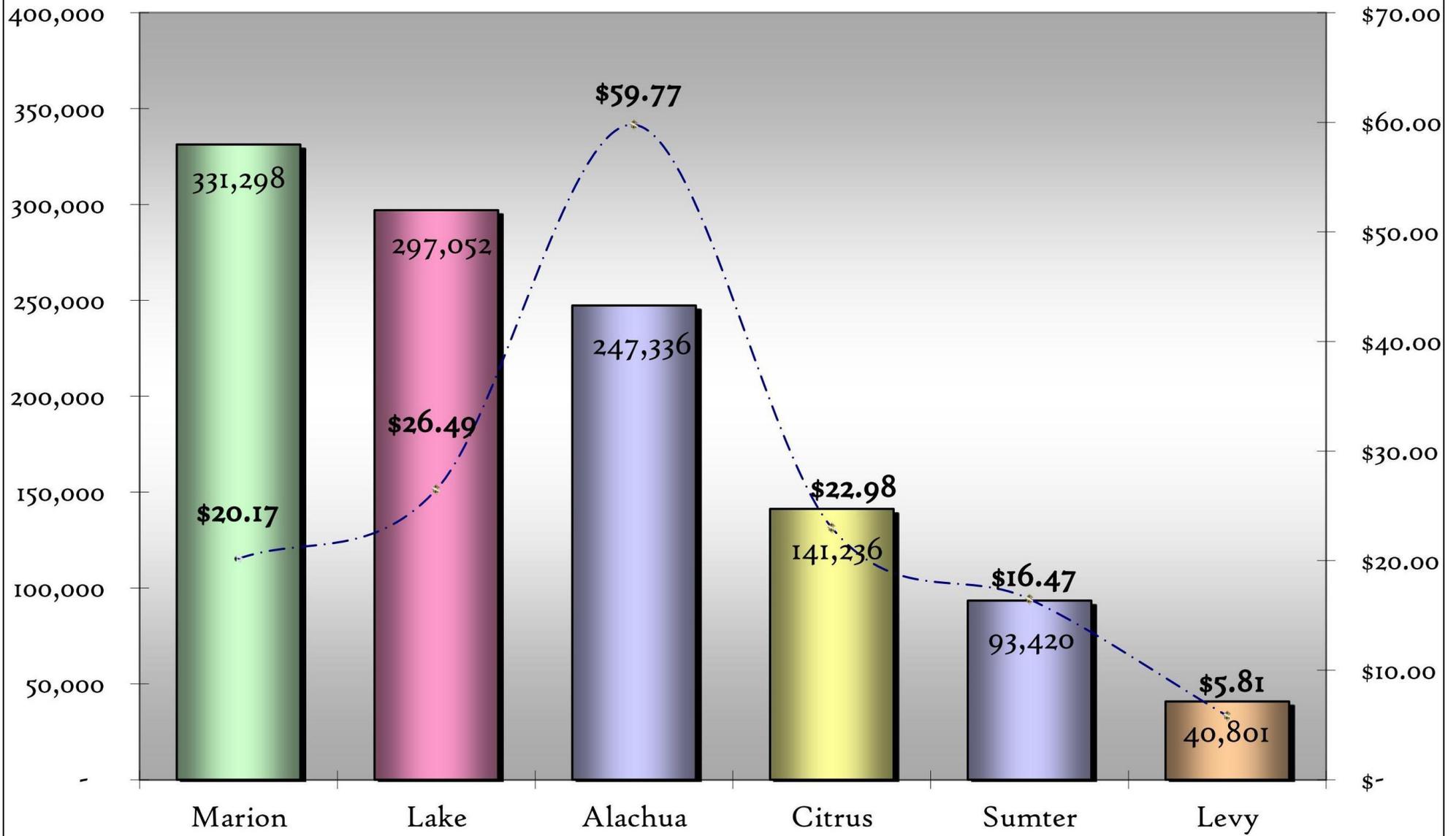
Population Peers
 Population & Staff Per 1,000 Population
 Fiscal Year 2009-2010



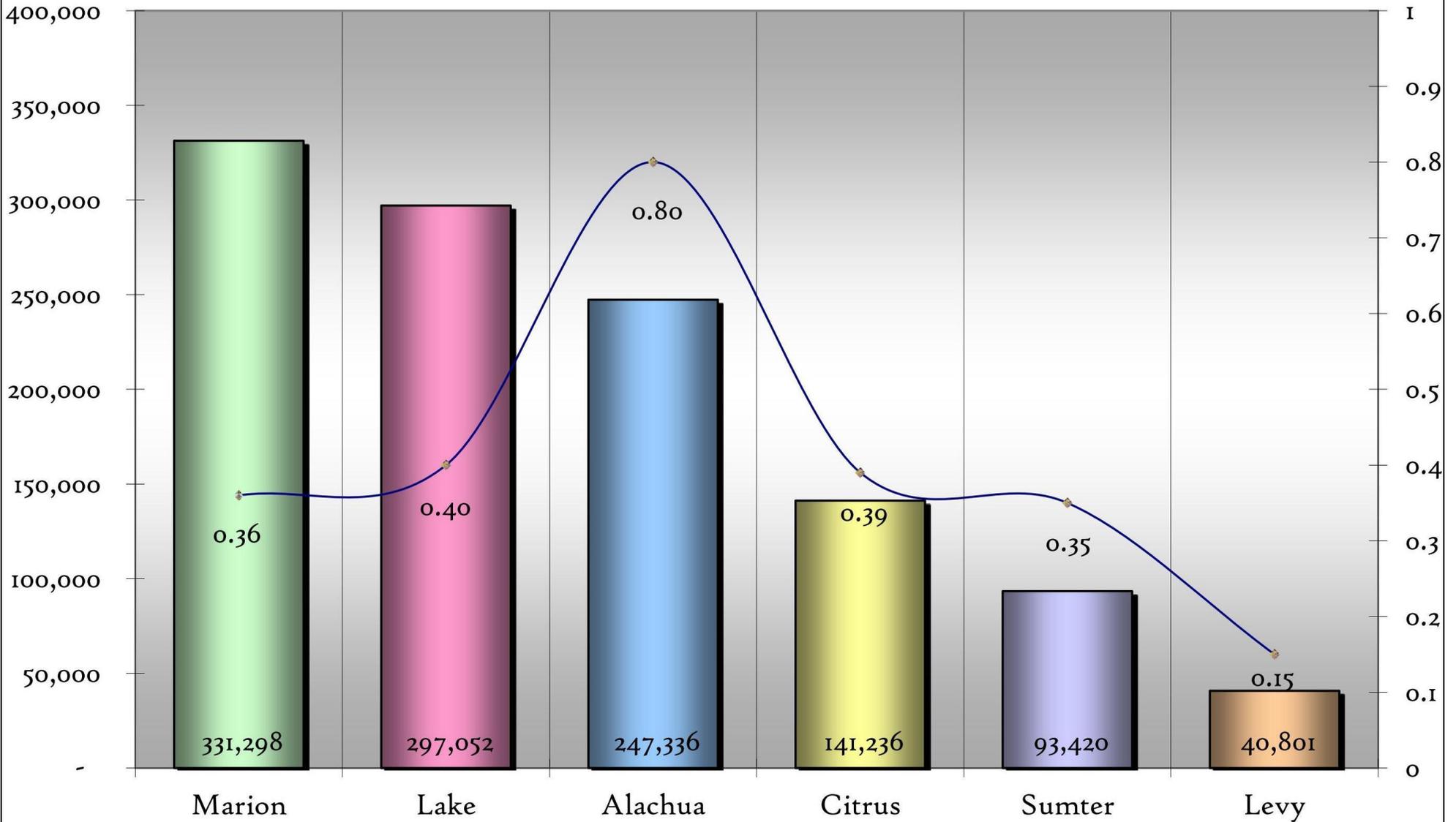
Population Peers
Hours Open per week & Circulation per Capita Comparison
Fiscal Year 2009-2010



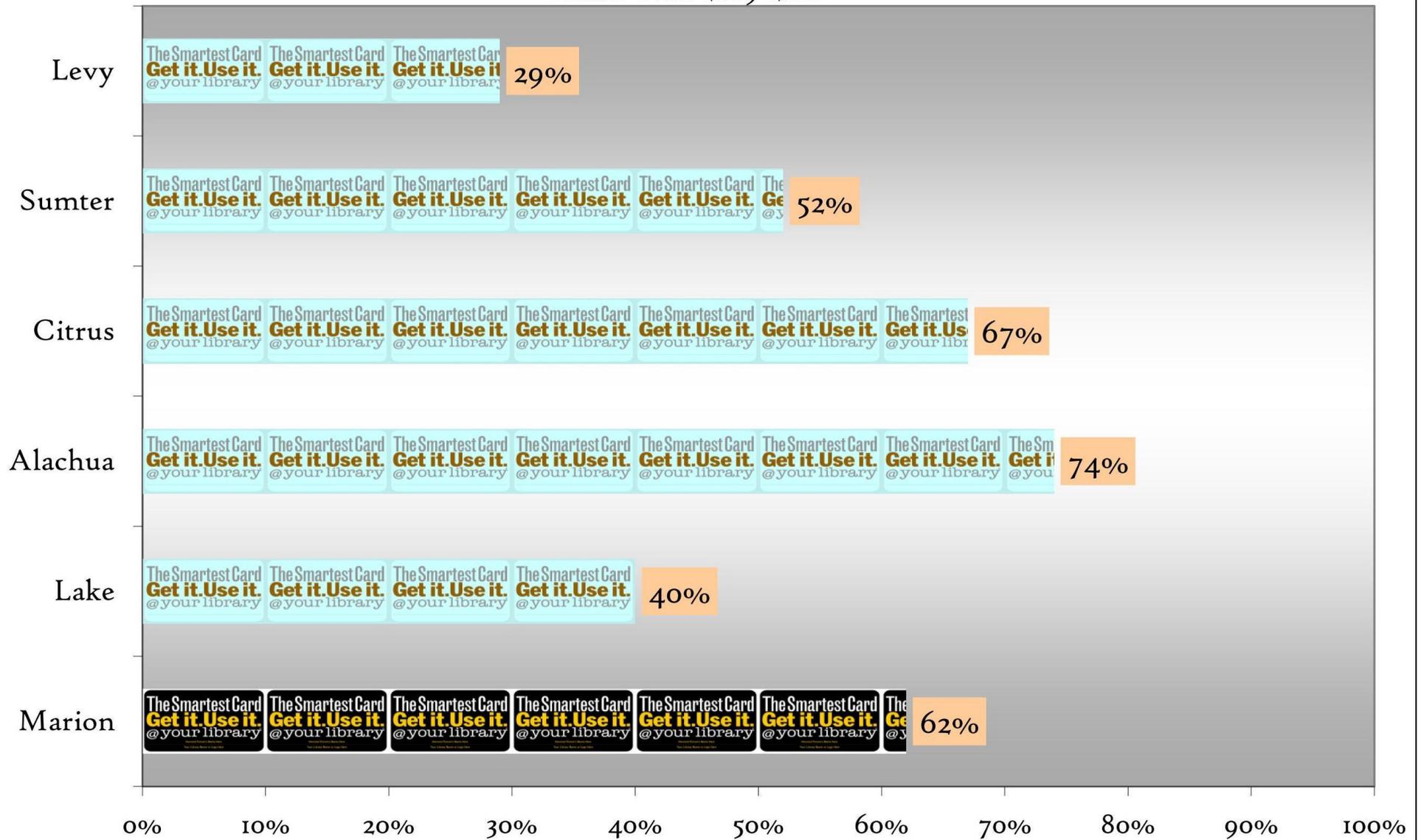
Geographic Neighbors
Population & Local Income Per Capita Comparison
Fiscal Year 2009-2010



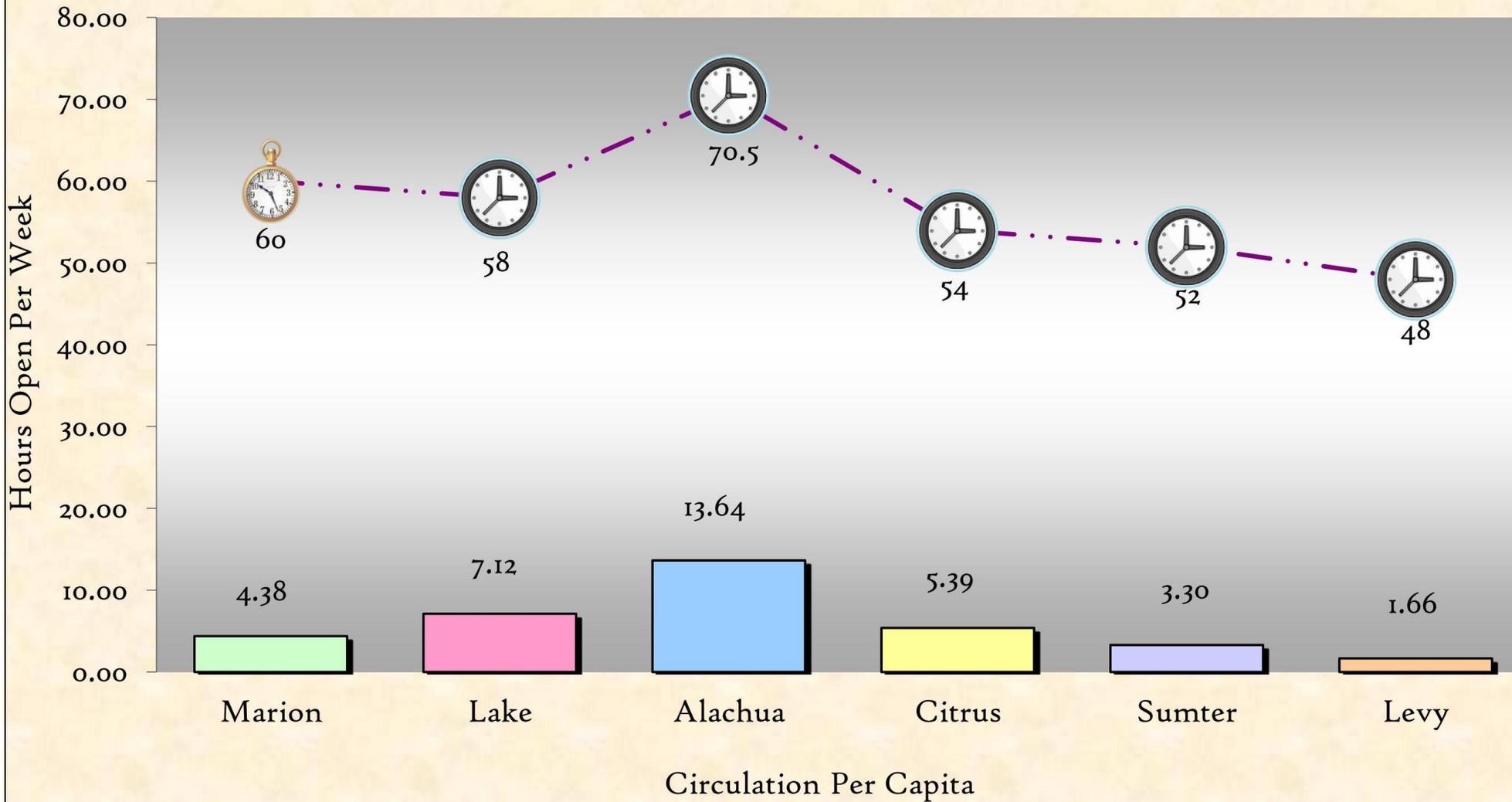
Geographic Neighbors Population & Staff per 1,000 Population Fiscal Year 2009-2010



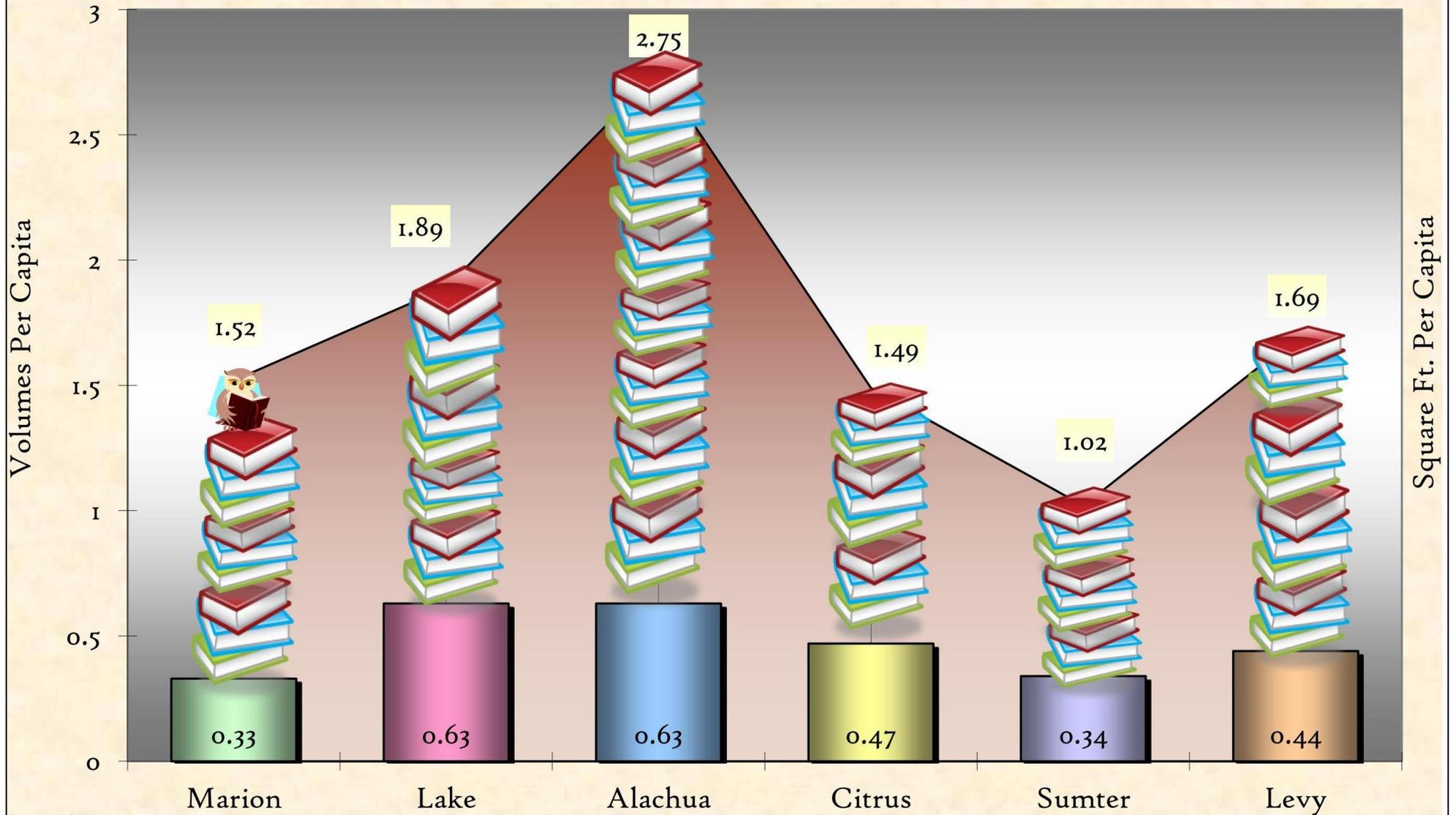
Geographic Neighbors Percentage with a Library Card Fiscal Year 2009-2010



Geographic Neighbors Hours Open Per Week / Circulation Per Capita Comparison Fiscal Year 2009-2010



Geographic neighbors
 Volumes Per Capita /Square ft. Per Capita Comparison
 Fiscal Year 2009-2010

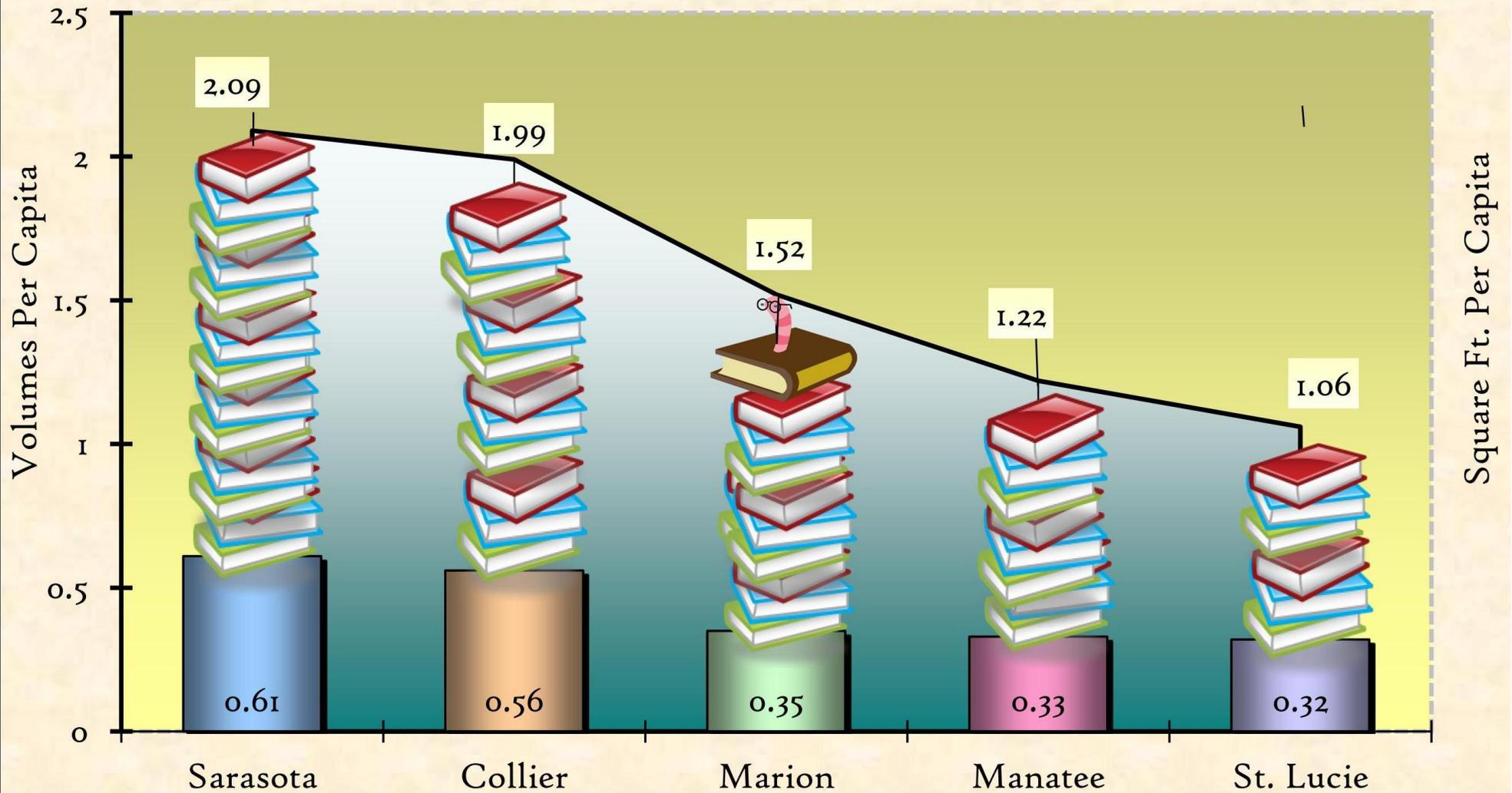


Rev. 2/12

Population Peers

Volumes per capita/Square ft. per capita comparison

Fiscal Year 2009-2010



Comparative Site Visit to Citrus County Library System

In attendance were Carol Durrence, Public Services Librarian III, Linda Porter, Collection Development Librarian, Karen Ehmann, Library Technician II, and Deidre Gray, Library Technician II.

Visited site on February 29, 2012.

Technical Services staff members who are involved with the InterLibrary Loan (ILL) process visited the equivalent division at the Citrus County Library System Central Ridge location. The purpose of the site visit was to observe ILL procedures conducted by a geographic peer and then analyze our own procedures to determine the best practices.

We discovered that the ILL division at Citrus County receives a disproportionate number of ILLs, in part because the library's materials budget is so low that the needs of citizens must often be met by borrowing from other libraries. They lend out relatively few items to other libraries. (see Table 1) The Technical Services division is understaffed, resulting in long delays in the fulfillment of citizens' requests, whether the item is acquired via ILL or purchased.

The Marion County Public Library System uses FirstSearch, the InterLibrary Loan interface for WorldCat, a database of worldwide library holdings. Citrus County also uses FirstSearch to funnel citizens' requests to selectors, but they also use email and handwritten notes, a method they admit is ineffective and time consuming. We are confident that our use of FirstSearch is the most effective way of collecting both bibliographic and patron data to fulfill requests in a timely manner, whether the item is purchased for the collection or InterLibrary Loaned.

While the basic ILL procedure is fundamentally the same at most libraries, we made the following observations:

Procedures we follow which are already best practices:

- ✓ We use a single bibliographic record (named Interlibrary Loan Book) to contain all active ILL requests. Items are created and attached to this record and requests are placed for the patron. In contrast, Citrus County creates a unique bibliographic record for each and every ILL request. The staff members we spoke to saw the utility and time-saving aspect of our method and are looking into adopting it themselves.

- ✓ We limit the number of requests made per day, but do not limit the overall number of requests. Citrus allows patrons to have only 5 active ILL requests at a time. Patrons must wait until a requested item is received until another request may be placed. We believe this is an unnecessary restriction on the usage of materials by patrons.
- ✓ We check patron records for lost books or fines before placing an ILL then give the patron an opportunity to clear his record. Citrus does not check patron records before placing an ILL request. If the patron has a lost book on his record, they will hold the ILL for a short period until the lost fee is paid or it is apparent that it will not be paid. Staff time and associated costs have been expended with no patron satisfaction.
- ✓ If the only libraries that own a requested item are those that charge a fee for the service, we notify the patron that there may be a charge and ask if he is willing to pay. Citrus simply refuses to attempt to fill the request.

Procedure we may want to adopt:

- ✓ We currently use a “book strap” for items borrowed from other libraries for the use of Marion County residents. This is a 14” long by 4 ¼” wide strip of yellow paper pre-printed with library information. Staff hand write in the patron’s name, the ILL number, the due date, and the date until which the item will be held for the patron. It is wrapped vertically around the front cover and taped to form a loop. These are printed at a local company. In contrast, Citrus County uses a 3 ¼” by 2” adhesive label that they print in-house. It is pre-printed with much the same information and we believe would be less expensive and require less handling than our current book strap system. We are told they are easy to remove from book jackets without adhesive residue.
- ✓ Citrus prints no paperwork whatsoever related to ILL. All record keeping is electronic. Branches do not keep any copies of requests sent in, as our branches do. Their philosophy is to let the automated system (SIRSI Dynix Symphony) do as much of the work as possible.

Miscellaneous notes:

Note: Citrus is considering restricting borrowing to only Florida libraries next year due to anticipated reductions in the mailing budget.

Note: Citrus formerly had a link on their website for patrons to make book purchase recommendations. They dropped that service due to the impact on staff time and budget.

Marion County Board of County Commissioners

Business Plan Performance Measures and Benchmarks

Fund number: 1

Department number: 6210

Department name: Marion County Public Library

Place completed worksheet in business plan template section eight.

Type of Measure:
Workload, Efficiency, or
Enter Calculation

Performance Measure	Outcome	formula	Marion County	Collier County	Lake County	Manatee County	State Average
Information taken from 2009 Florida Library Directory with Statistics							
Circulation per Capita	workload	element/by pop.	4.38	9.24	7.12	4.25	6.78
Reference Transactions per Capita	workload	element/by pop.	3.56	0.61	1.33	1.4	1.59
Programs Attendance per Capita	workload	element/by pop.	0.11	0.19	0.33	0.1	0.23
Library Visits per Capita	workload	element/by pop.	4.44	5.06	6.32	3	4.58

Benchmarks

Elements taken from Florida Library Association, Standards for Florida Public Libraries, FY 2009-10

Core Standards

The library is established and operated in accordance with relevant state and federal laws, specifically Florida Statutes, Section 257.17 governing public libraries and also state and federal laws that apply to public entities. MEET

The library provides services free of charge to everyone in its service population. MEET

One outlet open 40 hours per week. MEET

Full-time Equivalent staff per 1,000 of population served: .3 FTE MEET

Number of items in all formats in the collection: 2 volumes per capita DO NOT MEET

The library provides access to materials available on the Internet and the databases available through the Florida Electronic Library. MEET

The library provides materials in a variety of formats and includes new formats as they become of interest to the service population. DO NOT MEET

Square footage per capita: .6 SF per capita DO NOT MEET

The library provides at a minimum those services that are considered basic to the mission of all public libraries, that is, lending, information, programs, public space, and Internet access and personal computing applications services. MEET