

RESOLUTION 2019 - 145

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY, FLORIDA, APPROVING THE LIBRARY'S MASTER PLAN 2018-2028, AND DIRECTING STAFF TO DEVELOP A PROGRAM OF CAPITAL IMPROVEMENTS FOR THE PUBLIC LIBRARY SYSTEM.

WHEREAS, the St. Johns County Public Library System provides a high quality level of programs and services to the citizens of St. Johns County, as outlined in its Long-Range Plan 2017-2019; and

WHEREAS, the St. Johns County Public Library System retained a planning consultant in 2018 to update the Library Long-Range Master Plan; and

WHEREAS, a required component of the State Aid to Libraries grant application process involves approval by the Board of County Commissioners of the St. Johns County Public Library System's long-range planning processes; and

WHEREAS, the long-range planning process is reflected in St. Johns County's 2018-2019 budget; and

WHEREAS, the planning consultant firm, Cogito LLC, and St. Johns County Public Library System have prepared a Master Plan for 2018-2028.

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

1. The above recitals are hereby incorporated into the body of this Resolution, and are adopted as Finding of Fact.
2. The Board of County Commissioners hereby approves the Library's Master Plan 2018-2028, a required planning document of the State Aid to Libraries grant application.
3. To the extent that there are typographical or administrative errors that do not change the tone, tenor, or concept of this Resolution, this Resolution may be revised without subsequent approval by the Board of County Commissioners.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, State of Florida, this 7th day of May, 2019.

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

By: Paul M. Waldron

Paul M. Waldron, Chairman

ATTEST: Hunter S. Conrad, Clerk

By: Sam Halterman

Deputy Clerk

RENDITION DATE 5/9/19



EXECUTIVE SUMMARY

The Vision

The residents of St. Johns County recognize that a free public library system is an essential part of the welfare of their community. Elements of the vision for the future include; creation a viable library system that is accessible to all in the form of local branches, insure adequate funding to provide a continuity of facilities and services, recognize the need for community space, evolve public programs as cultural and technological changes occur in the community, and continue to provide educational and continued learning opportunities for all people of all ages in every part of St. Johns County.

The first Master Plan for the libraries, the Waters Report, posits that "In today's urbanized world information about a local community may be critical to the quality of life in that community. The increased need for information requires that information channels and resources be organized with a well-known access point for the public. A mechanism for marshalling the information resources for the community may be critical to the ability of the community to retain its identity and to function at a level above the basic services of water, streets, police and fire protection."¹

Summary / Existing Conditions

The conclusion that must be drawn from the data available is that the current public library system is inadequate to serve the current needs of the existing county population, and that this condition of deficiency will continue to intensify as time passes.

The recommendations and points of focus from former Master Plan updates are still largely relevant: some concerns have been answered while others have not. Additional concerns have arisen, and new technology has changed the nature of the services provided since the ordinance passed by the Board of County Commissioners in 1977 that founded the library system as a free public library system for the entire county.

Technology has changed our lives in many ways, but the need for both knowledge-based and social literacy remain a constant in any community. It is clear that the residents of the county believe that the free public library system is an essential public service that contributes to the overall well-being and welfare of the community.

The following recommendations are made to St. Johns County Board of County Commissioners as they plan for the future of their residents.

Staffing Levels / Recommendation:

The long-range planning for employment within the library system of the county should be based as nearly as possible on the standards given by the Florida Library Association. This includes having an Assistant Library Director as well as additional staffing at the branch level, and those employees should be considered branch-specific, with some part-time floaters helping to provide assistance wherever a shortage is being experienced. These floaters should not be used to make up shortages of dedicated branch employees caused by understaffing of the system.

Programs & Use of Space / Recommendation:

It is recommended that long-range plans include the understanding of the importance of community and public space in the library branches, and that building plans for new branches include generous allowance for this type of space. Long-range plans for branch renovation to correct architectural mistakes, update building configuration, and reconfigure components (e.g. the 'rear' entrance needed at the Main Library) should be included in considerations. A well-considered program of building upgrades should be developed by the Facilities Management department in coordination with the library system staff, and a plan to fund that program over time should become a set component of the annual county budget.

Library System Facilities / Recommendation:

It is recommended that the St. Johns County Board of County Commissioners take immediate steps to respond to a current dramatic shortfall in library facilities, and to direct their staff to develop a program of capital improvements for the public library system that will move toward reducing the public service shortfall and will provide a sustainable library system for the residents of the county. The capital improvement program should address both immediate and long-range steps to be taken.

1. *A Plan for the 1980's, Improved Public Library Service for St. Johns County, A Study with Recommendations*
Prepared by HBW Associates, Inc. page 11

ST. JOHNS COUNTY PUBLIC LIBRARY SYSTEM

LONG-RANGE MASTER PLAN UPDATE

2018 – 2028

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PRESENTED TO
THE ST. JOHNS COUNTY
BOARD OF COUNTY COMMISSIONERS
MAY 7, 2019

PAUL M. WALDRON, CHAIR

JEB SMITH, VICE-CHAIR

JAMES K. JOHNS

JEREMIAH RAY BLOCKER

HENRY DEAN

ST. JOHNS COUNTY PUBLIC LIBRARY SYSTEM

LONG-RANGE MASTER PLAN UPDATE

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MASTER PLAN FOR ST. JOHNS COUNTY LIBRARY SYSTEM 2018 - 2028

PART ONE: INTRODUCTION & BACKGROUND

I. INTRODUCTION

A. PURPOSE

St. Johns County has historically recognized the importance of periodic analysis of the library system and an update of its Long-Range Master Plan for the future of the system so that it may continue to serve the public in an orderly and efficient manner while maintaining a high quality of services, facilities and materials. This document has been produced under the program of a regularly reviewed and updated Long-Range Master Plan for the St. Johns County Public Library System.

Florida Statutes ("FS") 257.17(2)(e) requires, as a part of grant eligibility, that the library system have a long-range plan, an annual plan of service, and an annual budget. The annual plan is based on input from the Library Advisory Board, presented to the St. Johns County Board of County Commissioners annually by the head of the St. Johns County Public Library System, and adopted by Resolution. The most recently adopted Annual Plan is for 2018-2019, adopted under Resolution 2018-435 and is included as Appendix 1.

The commissioning of a Long-Range Master Plan update is not only required by State of Florida for any political jurisdiction wishing to obtain grants related to the construction, development, and support of libraries but is also a planning tool of fiscal and operational diligence on the part of the County on behalf of its residents and taxpayers.

The Florida Statute requirements are in turn engendered by the cascading requirements of Federal law, which passes on a range of requirements to any state wishing to receive federal grants related, among other things, to their library system. In all cases, a regularly reviewed and updated Long-Range Master Plan is part of the requirements. An outline of pertinent laws and the attendant requirements is given in the Laws & Policies section of this document.

B. HISTORY

It is interesting to note that there is no definitive history of the library system in St. Johns County, although there are some references available. In 1978, Ron Blazek, then an Associate Professor in the School of Library Science at Florida State University, wrote a paper on the early development of the library system focusing on the period from 1874 to 1881 that constitutes much of the understanding of the earliest days of organized libraries intended for public use in the area.

The initiation of the establishment of a public library was due to the early efforts and support of wealthy 'snowbirds' that wintered in Florida. In 1870, Frances Wilson, wife of John L. Wilson began raising public interest in such a project "so that all might have the opportunity of reading and obtaining knowledge".¹ Through her efforts and the generous support of many other influential and wealthy members of the

community, the library, with its attendant reading room, was created. The committee spoke of “the advantages that would accrue to the city in establishing a free public library and reading room for the use of citizens and visitors”². The Articles of Organization specified that a committee chosen would “keep the library in such condition in every particular as shall be conducive to its widespread usefulness.”³

The concept for the free public library in 1874 is much the same as the mission statement of today’s library system, with the early organizers expressing the hope that the library would “grow in importance be a source of pleasure as well as benefit to its citizens, generally, and particularly to the rising generation”.⁴ In much the same spirit, today the Mission Statement of the St. Johns County Library System is:

Connect, Learn, Enjoy @ Your Library.

The points to recognize about this very early and forward-thinking movement is the desire to develop and maintain a free service to the public and the recognition that the benefits provided by the library accrue not only to the patrons, but to the community at large.

The St. Johns County Public Library System in its current capacity was formed as a single, cohesive free public library system in 1977 under the terms of Ordinance 77-34, whose purpose was stated to be to “establish a St. Johns County Public Library Advisory Board, and to operate and maintain a free public library service within St. Johns County.” The enacting Ordinance was specific in its stipulation that the library system be a free public system, while allowing partnering or contracting with other governmental entities, special taxing districts, or non-profit corporations for inclusion in the free public library system so formed. Ordinance 77-34 is attached as Appendix 2.

In 1983 St. Johns County commissioned a study for the planning of the library system under the Board of County Commission Resolution 83-58 and funded by a grant from the State of Florida Library. To quote the language of the Resolution, the study proposal was set out to “*be accomplished by virtue of the following tasks:*

1. *Surveying the present population figures- traffic patterns in the County- the present book collection, staff and services.*
2. *Survey of the future population growth of the county- future traffic patterns- requirements for the library bases [sic] on these predictions.*
3. *Survey of the future needs of the library in terms of building, staff, services and locations and sizes.”*

The study, entitled “*A Plan for the 1980’s, Improved Public Library Service for St. Johns County, A Study with Recommendations*” (commonly referred to as the “Waters Study”), outlined a program for library improvement and put forth goals and recommendations for the future. An interesting aspect of the study is that it was prepared at a time when computers were first becoming readily available, but were still nearly prohibitively expensive. Nevertheless, the study recognized that the “need for information has increased dramatically. Access to information has become a commodity.”⁵

The next Master Plan study was comprised of a series of documents presented between 1998 and 1999 as a phased approach to studying the library system. Phase One (1998) was a “*Report on Southeast Branch Site Review*”. Phase Two (1998) analyzed “*Expansion Needs and Feasibility*”, followed by “*Master Plan for Libraries: 1999- Phase Two*”, and finally by the “*Executive Summary and Final Recommendations*” in April of 1999. The gist of the series of documents supported development of the Southeast Branch library, including space dedicated to a centralized administrative center, and presented evidence that there was a present (1999) and growing need to plan for an additional two branch libraries. The suggestion was to plan for one to be located in the International Golf Parkway area, and another at the CR 210 / US 1 intersection.

MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

The Final Recommendations given in the April 1999 report are (in order of priority given):

1. Southeast Branch: Build a branch library of 15,000 square feet to include an additional 5,000 square feet for a dedicated, centralized Library System administrative center.
2. Ponte Vedra Branch: Expand to a 20,000 square foot regional library with adequate meeting room capacity based on library standards.
3. St. Augustine Beach: establish a branch library using existing storefront space for a 5,000 to 7,000 square foot neighborhood library with emphasis on electronic capabilities and community space.
4. Main Library: Either build a new 30,000 square foot facility or expand the existing facility as much as possible and relocate administration to the Southeast Branch.
5. Bartram Trail Branch: Expand from 10,000 square feet to 15,000 square feet with certain architectural spatial corrections. Expand parking
6. International Golf Parkway ("IGP") area: Build a 15,000 square foot branch by 2010.
7. Hastings Branch: Spatial configuration should be studied and reorganized as necessary.
8. Highway [sic] 210 area: Probable need for a branch library near the CR 210 and US 1 intersection.

To summarize the achievement to date of the recommendations made in 1999:

Table 1 Status of Recommendations for SJCLPS

Southeast Branch construction	Completed	2003
Ponte Vedra Branch expansion	Completed	2002
St. Augustine Beach new branch	Completed	2007
Main Library expansion		
Bartram Trail Branch expansion	Completed	2006
IGP Future Branch		
Hastings Branch modifications		
CR 210 Future Branch		

The current free public library system is comprised of five branches and one Main library. Their dates of establishment are given below:

Table 2 Library Construction Dates

Main Library	1987
Ponte Vedra Branch	1993
Bartram Trail Branch	1997
Hastings Branch	1997
Southeast Branch	2003
Anastasia Branch	2007

The Main Library was established within four years of the Waters Report, with Ponte Vedra following within six years. Bartram Trail and Hastings branches were established within the next four years, and Southeast following in another six years. Anastasia, the most recent branch, was established twelve years ago.

The two branches recommended in the 1998-1999 study have never been established in spite of the need that was recognized twenty years ago.

In March 2006, the St. Johns County Public Library System conducted a *Strategic Review & Update of the Master Plan for Libraries 1998-2020* due to the rapid growth that the County was experiencing. The update

sought to bring to the forefront the standing of the existing library system facilities in light of Florida Library Association standards for buildings, parking, facilities and collection.

The update concludes that “the St. Johns County Public Library System falls short of attaining the minimum Essential standard”⁶ for public use space, and that even after completion of scheduled library construction, the System would still fall short of that basic, minimum standard. That analysis was based on the population projections for 2005 of 155,000 total county population and noted that additional development was possible in the area of the county that has become Rivertown DRI.

Since the time this Master Plan update was written, the county population has increased to an estimated 238,742 (BEBR 2018 projections) thereby increasing the shortfall in provision of public library space.

Both the 1999 and the 2006 Strategic Plans recognized the need for additional library space to serve the residents of the County. No additional library capital projects have been funded that would supply the needed space since the Strategic Plan was updated in 2006.

Citations:

1. From a paper by Ron Blazek, Associate Professor at the School of Library Science, Florida State University (p.4) quoting from documents held by the St. Augustine Historical Society.
2. From a paper by Ron Blazek, Associate Professor at the School of Library Science, Florida State University (p.5) quoting from documents held by the St. Augustine Historical Society.
3. From a paper by Ron Blazek, Associate Professor at the School of Library Science, Florida State University (p.7) quoting from documents held by the St. Augustine Historical Society.
4. From a paper by Ron Blazek, Associate Professor at the School of Library Science, Florida State University (p.9) quoting from documents held by the St. Augustine Historical Society.
5. *A Plan for the 1980's, Improved Public Library Service for St. Johns County, A Study with Recommendations* prepared by HBW Associates, Inc., page 10
6. *Strategic Review and Update for the Libraries 1998-2020*, prepared by St. Johns County Public Library System, 2006, page 5

II. METHODOLOGY

This Master Plan study and update, while being one cohesive document, has two aspects. To establish a point for recommendations the study begins with the state of the current system in terms of the demographic characteristics of its community (i.e. St. Johns County), its facilities, patrons, personnel and standards analysis. That information suggests and informs the recommendations for the future of the system, once again in terms of facilities, patrons, personnel and standards.

The need for additional branches was clearly established twenty years ago, but that need is revisited in light of current population patterns and development entitlements. Final recommendations include a listing of funding opportunities.

Current Conditions & Elements Analysis

Current facilities were toured, staff interviewed, and spatial use noted. This information formed a basis for evaluation of space utilization, configuration and physical arrangement in all six existing Library facilities. User base for each branch was analyzed based on accepted mapping techniques and available census data. Standards found in *Standards for Florida Public Libraries* (Florida Library Association) informed the determination of the most likely location, range and demographic of the potential user base as a function of existing population in each user area.

Based on the population and the demographic of the current and near future user base, and with input from the library system staff as to experience-based conclusions, recommendations are made for optimal space utilization as well as location and adjacencies of functional public and staff areas.

Long Range Plan

The analysis of population and growth dynamics introduced in the current conditions analysis are broadened and refined such that geographic library user areas become definable based on standards found in *Standards for Florida Public Libraries* (Florida Library Association). Recommendations are made as to optimal geographic location, type and size for potential new facilities. Funding opportunities are listed based on the likelihood of the great need for new facilities being recognized and acted upon by the St. Johns County Board of County Commissioners.

The St. Johns County land development regulations and Comprehensive Plan are discussed as they relate to (or fail to relate to) libraries as an important component of the community infrastructure.

Analysis and mapping are based on quantitative information from the US Census Bureau, the Bureau of Economics and Business Research ("BEBR") of the University of Florida, the St. Johns County Geographic Information Systems ("GIS") databases and mapping information, the St. Johns County property appraiser databases and GIS information, standards from the Florida Library Association, and information on facilities from the St. Johns County Construction Services department. A complete list of references follows the body of the study report.

Qualitative information was gleaned from interviews of St. Johns County department personnel: the Director of Library Services and each branch manager (and where possible, their staff); Construction Services; administration; personnel; Office of the County Attorney; the Planning Department in the Division of Growth Management; and Office of Management and Budget ("OMB"). Interviews with the County Administrator and various members of the Board of County Commissioners are considered in any policy recommendations.

Other agencies contributing to the compilation and analysis include the Historic Society, the Florida Library Association, and the Northeast Florida Library Information Network.

Information on public opinion on both current state of the facilities and system as well as visioning for the future was obtained from the general public through data obtained from an on-line survey refined and hosted by Northeast Florida Library Information Network ("NEFLIN") as well as from public input given at a series of visioning workshops. A synopsis of survey results can be found in Section V of Part Two of the report.

Funding opportunities discussion considers a range of revenue resources. The discussion begins with the financial implications to the system as a whole if a program of "fees for service" model is instituted.

The funding discussion section is not meant to be an exhaustive or in-depth analysis of economic models or return of the various options, but rather as an overview of some of the funding tools available should capital improvements be deemed necessary for the sustainability and functional relevance of the county library system.

III APPLICABLE LAWS & POLICIES

Introduction

The framework within which any governmental department operates is inextricably intermeshed with the laws, policies and regulations enacted by federal, state, regional and local governing bodies or agencies. Those bodies and agencies generally task advisory boards, committees or other divisions with developing operating standards, guidelines and plans within which every subordinate agency and department must operate. The Library Services department in St. Johns County is no exception and is subject to the policies and regulations of federal and state agencies as well as being regulated and guided by local ordinance and policy.

It should be remembered that in every case, a law was proposed and enacted based upon and in reaction to the prevailing cultural, economic and political environment of the time. Most have stood the test of time, while others have been updated or revised as society and technology have changed. The most evident response to changing societal needs and expectations and changing technology is the Library Services and Construction Act (LSTA) of 1996 that was enacted based upon a growing awareness of the importance of societal environmental justice. In this case, environmental justice deals not with the natural systems of the earth, but with the concept that all people, of all abilities and in every environment, are entitled to equal rights and opportunities. Libraries have been deemed to be an important part of the overall welfare afforded the citizens of the country in that, among many other benefits, they allow for educational opportunities and thereby an advancement in quality of life.

Understanding the regulatory environment within which the library system operates is critical to the development of a realistic Long-Range Master Plan. Although not microscopic in its intent, following is a brief synopsis of the most pertinent of the policies, regulations and laws.

A. UNITED STATES FEDERAL LAWS & POLICIES

Public Law 597 Chapter 407 (enacted 1956)

LIBRARY SERVICES ACT

An Act to further the development of public library service to rural areas through appropriations and grants. The act required any state receiving such aid to develop a state plan. Such plan must

- 1) Provide for the administration of the plan by the State library association
- 2) Provide for State treasurer to receive and properly distribute funds
- 3) Provide policies to ensure "use of such funds to maximum advantage in the further extension of public library services" to rural areas with inadequate services
- 4) Provide that the State library association will report expenditures as appropriate
- 5) Provide that "any library services furnished under the plan shall be made available free of charge under regulations prescribed by the State library administrative agency"

This Act was amended by Public Law 88-269 in 1964.

Public Law 88-269 (20 USC 351) (enacted 1964)

LIBRARY SERVICES AND CONSTRUCTION ACT

An Act to amend the Library Services Act to increase amount of assistance and to extend such assistance to non-rural areas and to allow for appropriations to be used for construction of new library facilities. All requirements for State plans remain in place with the word "rural" struck from requirements.

This Act was amended by Public Law 104-208.

Public Law 104-208 (20 USC 9101) Subtitle B (enacted 1996)

LIBRARY SERVICES TECHNOLOGY ACT (LSTA)

The purpose of the Act is stated to be:

- 1) Consolidate Federal library service programs;
- 2) To stimulate excellence and promote access to learning and information resources in all types of libraries for individuals of all ages;
- 3) To promote library services that provide all users access to information through State, regional, national and international electronic networks;
- 4) To provide linkages among and between libraries; and
- 5) To promote targeted library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills.

The Act defined the State Library Administrative Agency as the official agency charged by the law of the State with the extension and development of public library services throughout the State.

Section 224 of the Act required each State desiring applicable federal aid to develop a State plan in accordance with the stated purposes of the Act and to have that plan reviewed and approved by the State Library Administrative Agency. Further, it was stated that the State plan shall-

- 1) Establish goals and specify priorities for the State consistent with the purposes of LSTA
- 2) Describe activities that are consistent with the goals, with LSTA, and with section 231 [following]
- 3) Describe procedures that the agency will use to carry out the activities in (2)
- 4) Describe the methodology that the agency will use to evaluate the success of the activities in meeting the goals

- 5) Describe the procedures that the agency will use to involve libraries and library users throughout the state in policy decisions
- 6) Provide assurances that the agency will make appropriate reports to determine the extent to which funds provided to the state have been effective in carrying out the purpose of LSTA

Section 231 of the LSTA provided that at least 96% of the expenditure of federal funds be for-

(1)

- A. Establishing or enhancing electronic linkages among or between libraries;
- B. Electronically linking libraries with educational, social, or information services;
- C. Assisting libraries in accessing information through electronic networks;
- D. Encouraging libraries in different areas, and encouraging different types of libraries, to establish consortia and share references; or
- E. Paying costs for libraries to acquire or share computer systems and telecommunications technologies; and

(2)

Targeting library information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 USC 9902(2)) applicable to a family of the size involved.

B. STATE OF FLORIDA LAWS & POLICIES

Florida Statutes Chapter 257

PUBLIC LIBRARIES AND STATE ARCHIVES

257.12 Division of Library and Information Services (DLIS) is designated as the state library administrative agency “authorized to accept, receive, administer, and expend any moneys, materials, or any other aid granted, appropriated, or made available by the United States or any of its agencies for the purpose of giving aid to libraries and provided educational library service in the state.”

257.15 DLIS; standards- DLIS is tasked with establishing “reasonable and pertinent operating standards under which libraries will be eligible to receive state monies.”

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... 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;
 - b. A county that joins with one or more counties to establish or maintain a library or contract with another county, a special district, a special tax district, or one or more municipalities in another county to receive free library service;
 - c. A special district or special tax district that establishes or maintains a library and provides free library service; or
 - d. A municipality that establishes or maintains a library or that gives or receives free library service by contract with a nonprofit library corporation or association within the municipality.
- 2) The library established or maintained by such political subdivision shall:
 - a. Be operated under a single administrative head...
 - 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 open for 40 or more hours per week.
 - e. Have a long-range plan, and 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.

257.191 Construction grants- DLIS may accept and administer library construction moneys appropriated to it and shall allocate such appropriate to municipal, county, and regional libraries in the form of library construction grants on a matching basis.

257.192 Program grants- DLIS is authorized to accept and administer appropriations for library program grants and make such grants in accordance with the Florida long-range plan for library services.

257.23 Application for grant- The board of county commissioners of any county... desiring to receive a grant under the provisions of ss 257.14 – 257.25 [see following] shall apply therefor to the DLIS...

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

Discussion: The Florida State Library was asked for an interpretation of whether FS 257 required that a library be a free public library in order to receive certain benefits. The response follows:

Chapter 257, *Florida Statutes*, outlines the State Aid to Libraries Grant program and other grant programs administered by the Division. Additional specifics regarding eligibility and program implementation for each program are described in the individual grant program guidelines which are incorporated as a part of *Florida Administrative Code* in Chapter 1B-2.011, Library Grant Programs.

Section 257.25, *Florida Statutes*, defines 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."

To be eligible for the State Aid to Libraries grant program, one of the requirements is that the library must provide free library services. This is described in the grant guidelines on page 11 (Section V. G.)

G. The library shall provide free library service. At a minimum, free library service requires that a library lend library materials that are made available for circulation free of charge and provide reference and information services free of charge.

To be eligible for a Public Library Construction grant, one of the requirements is that the library must provide free library services. This is described in the grant guidelines on page 5 (Section III. E.)

E. A government receiving a Library Construction Grant must have an established program of free public library services and resources which is maintained to provide library service without discrimination to all residents of the legal service area taxed for library purposes

For Library Services and Technology Act (LSTA) funding, one of the eligible types of organizations are public libraries. In the LSTA program guidelines, public libraries are all libraries eligible to receive State Aid to Libraries grants and city, county or nonprofit association-funded libraries that provide free library services to their legal service areas.

Depending on what services or programs were to be charged for, charging could affect the library's eligibility for State Aid. As there are a number nuances to various charges for services, I am not going to attempt to list each and every one here. We would recommend that the library system check on any specific charges for services that you may be contemplating, on a case by case basis, to determine if the charges would make the library ineligible for State Aid. There are some cost recovery charges that are allowable, but again, we would recommend you check on these on a case by case basis to determine if the charges would make the library ineligible for State Aid.

If a library is determined to be ineligible for the State Aid program, there are number of direct and indirect effects of ineligibility. This list is not a comprehensive list, it is intended to outline some of the potential impacts.

- The library would not be eligible to apply for Public Library Construction grants.
- If any library facilities were built with Public Library Construction grants and they are within the 20 year unconditional use requirement, a portion of the grant funds would have to be repaid back to the state.

MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

- The library would not be eligible to apply for Library Services and Technology Act funds.
- The library would not be eligible to participate in statewide programs or services funded by LSTA funding. This would include:
 - o Florida Electronic Library resources
 - o Statewide Delivery Service
 - o Ask a Librarian
 - o Florida Library Webinars
 - o Training funded with LSTA funds
 - o Services from the Multitype Library Cooperative paid with LSTA funding
 - o Florida Library Youth Program
- The library's ability to receive e-rate discounts may be affected.

Information sent by:

Library Program Administrator
Division of Library and Information Services

Information on the grants that have been awarded to the St. Johns County Public Library System for fiscal years 2009-2018 is available in Appendix 8.

C. ST. JOHNS COUNTY ORDINANCES & POLICIES

1874

Earliest library was in St. Augustine created by the St. Augustine Free Library Association through the beneficence of private individuals.

COUNTY ORDINANCES

1977

Ordinance 77-34

St. Johns County Board of County Commissioners passes Ordinance 77-34 stating that “it is the purpose of this ordinance to establish a St. Johns County Public Library Advisory Board, and to operate and maintain a free public library service within St. Johns County”.

Section 1 **Creation of Library Advisory Board:** “to advise the [the Board of County Commissioners] in the establishment, operation and maintenance of a free public library service within St. Johns County...”

Section 4 **Designation of Free Public Library System** allows free public libraries within the County that are operated by certain specified entity types (including special taxing districts) to be incorporated into the St. Johns County Public Library System according to an agreement between the County and the other entity.

Section 6 **Library Appropriation** specifies that “the Board of County Commissioners of St. Johns County may appropriate and budget from the general funds *as they deem necessary* for the operation and maintenance of the St. Johns County Public Library System.” [Emphasis added.]

Discussion: This establishing Ordinance intended to create not only a public library system, but one that is specifically free to the public. The system itself may incorporate other free public libraries under the provisions of specific agreements between parties, but in all cases, the intent is clearly to “*operate and maintain a free public library service within St. Johns County*” as it is specifically stated in the preamble to the Ordinance. It should be noted, that there is no limiting definition of what constitutes a “library service”.

ST. JOHNS COUNTY COMPREHENSIVE PLAN GOALS AND POLICIES

Based on information supplied by the St. Johns County Director of Growth Management, the County Comprehensive Plan (the “Plan”) was adopted in September 1990 in accordance with FS 125 and 163, and is reviewed and updated regularly as necessary and as required by Section 163.3191 FS and as determined necessary by the Board of County Commissioners. The latest Evaluation and Appraisal Report (EAR) updates to the Goals and Policies were completed in 2010, with other amendments made in 2015 to certain policies of the Future Land Use Element (other than those specifically tied to real property requests for amendment). The County is currently in the final adoption process for amendments to the Coastal Conservation Element pursuant to the 2018 EAR analysis to address changes in Florida Statutes related to Peril of Flood (sea level rise). These amendments are expected to be completed in 2019.

The following Goals and Policies may be understood to include libraries in the overall infrastructure of public facilities in St. Johns County.

Objective G.1.3 Level of Service Standards for Public Facilities

The County shall continue to coordinate with those state, regional and local entities responsible for operating and maintaining any public facility, in order to establish Level of Service ("LOS") Standards for such facilities.

Goal G.2 Coordinate and maintain a high-quality education system

St. Johns County shall collaborate and coordinate with the St. Johns County School District and other local government entities to ensure high quality public school facilities which meet the needs of St. Johns County's existing and future populations.

H. Capital Improvements Element

Goal H.1

The Board of County Commissioners shall ensure the orderly and efficient provision of the following facilities or services: sanitary sewer, potable water, solid waste, drainage, transportation, educational facilities, recreation / open space, police services, fire rescue services, and public buildings.

Policy H.1.1.2

The County shall maintain an inventory of all deficient capital facilities, as well as an inventory of projected capital improvements requirements to satisfy deficiencies and meet projected demands.

Policy H.1.2.1

...The following additional LOS, established for other public facilities or services, shall be implemented through impact fee ordinances, shall not be implemented through the CMS [Concurrency Management System], and shall not be required to be met prior to the County's issuance of development orders or development permits. [the list includes Public Buildings]

Objective H.1.3 The County shall establish a system to prioritize the scheduling of capital improvements.

Policy H.1.3.1 (b) Priority B

(1) Capital improvements needed to correct existing deficiencies.

Objective H.1.5 Concurrency Management System ("CMS")

Policy H.1.5.1

The CMS shall not require that the LOS for the following public facilities or services to be met prior to the issuance of a development order or development permit:

- Police services;*
- Fire services;*
- Emergency medical services; and*
- Public building facilities.*

Discussion: As stated in Ordinance 2010-38 adopting the updated Plan, the purpose of the Plan is "to provide goals, objectives and policies to effectively manage growth and development; provide for a safe, vibrant community; ensure the provision of cost-effective public facilities, services and infrastructure; offer diverse opportunities for living, working, shopping and leisure activities; and protect the natural environment."

This translates roughly into an acknowledgement that the County is responsible for making certain that there are adequate public facilities and services for its population; and to that end, reviews all development requests based on current and planned facilities.

Unfortunately, the Comprehensive Plan has never addressed the question of libraries, and in spite of Ordinance 77-34 establishing a St. Johns County [Free] Public Library System, has not specifically included those facilities in its Goals and Policies.

The Plan does not set any standard of adequacy for library facilities that is tied to population, location or land use for either new or existing development. Indeed, public buildings are specifically excluded from LOS concurrency review. This precludes, for all intents and purposes, requiring mitigation for any development that will impact, either minimally or severely, the existing capacity of the St. Johns County Library System branches and services.

ST. JOHNS COUNTY LAND DEVELOPMENT CODE

The purpose of the Land Development Code (the “LDC”) is to define and to give specific standards to the allowable development types and forms throughout the various areas of St. Johns County. The Land Development Code addresses Libraries as a land use specifically in section 2.02.01C, Cultural / Institutional Uses. As such, the Use is allowable in the Open Rural, Office & Professional, Commercial Neighborhood, Commercial General, Commercial Highway & Tourist, Town Center Mixed Use, and the Commercial Rural zoning districts as well as in the Airport District and Planned Unit Development as well as Planned Rural Development projects (Table 2.02.02 of the LDC).

Parking: It should be noted that the Land Development Code standards for parking for libraries (at 1 space per 600 gross square feet of floor area) require fewer spaces than recommended by the Florida Library Association (1 space per 200 gross square feet + 1 space per 0.75 FTE for employees).

Concurrency: There is no concurrency standard given, nor review of same as part of the development application process.

ST. JOHNS COUNTY IMPACT FEE ORDINANCE 2018-16

The most recent impact fee schedule, adopted by Ordinance 2018-16 became effective January 1, 2019. The Impact Fee Ordinance sets a fee as ‘mitigation for impacts’ for all new development within St. Johns County. The categories of public infrastructure and services receiving funding from impact fees are:

- Roads
- Public Buildings
- Law Enforcement
- Fire/ Rescue
- Parks
- Schools

Appendix 3 shows the manner in which the County is split into Impact Fee zones. The allowable expenditures for Impact Fee revenues is limited by law to those expenditures related to capital improvements necessary to accommodate new development and does not allow for the impact fees to make up for present deficiencies. In the background analysis for Ordinance 2018-16, all publicly owned or leased buildings except those for fire/ rescue were included in the “Public Buildings” category.

Under Ordinance 2018-16 as adopted by the St. Johns County Board of County Commissioners on April 3, 2018, the Public Buildings portion of the overall Impact Fee paid according to newly developed land use currently has the following charges:

MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

Table 3 St. Johns County Impact Fees for Public Buildings: Effective January 1, 2019

	Public Buildings
RESIDENTIAL	
Under 800 FT2	\$450
801 - 1,250	\$535
1,251 - 1,800	\$552
1,801 - 2,500	\$687
2,501 - 3,750	\$799
3,751 - 5,000	\$927
5,001 FT2 and Over	\$978
Hotel & Motel Room	\$321
INDUSTRIAL PER 1,000 SF:	
General Industrial	\$194
Warehousing	\$131
Mini-warehousing	\$18
OFFICE PER 1,000 SF:	
General Office < 100k FF	\$572
General Office 100-200k FT \$2,460	\$469
General Office > 100k FF	\$353
COMMERCIAL PER 1,000 SF:	
Commercial < 100K FT2	\$1,263
Commercial 100-199K FF	\$1,130
Commercial 200-299K FT2	\$992
Commercial 300-399K FT2	\$846
Commercial 400-499K FT2	\$789
Commercial > 500K FT2	\$726
Bank/Financial Institution	\$419
Service Station - all types	\$583
Pharmacy w/Drive Thru	\$455
Fast Food w/Drive Thru	\$980
RECREATIONAL:	
Gen Recreation /Acre	\$42
Campground /RV Park Per/-	\$5,683
Marina /Berth	\$78
Health/Fitness Club	\$484
INSTITUTIONAL PER 1,000 SF:	
Elementary School	\$342
High School	\$313
College	\$299
MEDICAL PER 1,000 SF:	
Hospital	\$923
Nursing Home	\$65
Medical Office	\$772

At the present time a healthy fund has accumulated in the Public Buildings Impact Fee category and could be used for partial funding of a branch expansion should one be supported by the St. Johns County Board of County Commissioners.

ST. JOHNS COUNTY CAPITAL IMPROVEMENT PLAN (CIP)

The Capital Improvements Plan ("CIP") lists several building facilities projects for FY 2018 and proposes others for the future 5 years. The current CIP, which was adopted as a part of the FY 2018 budget under BCC Resolution 2017-342, is being modified under the development of the proposed FY 2019 budget. Each budget year the 5-year CIP is reviewed, evaluated and revised as considered relevant, and the projects proposed for the upcoming fiscal year are listed as budget items. The projects in the future 5-year span are for planning purposes only and are not considered to be funded.

A new bookmobile for the system was funded for FY 2018, but none of the Library Service requests for buildings were funded. Those requests (listed as "Candidate") are:

• Hastings Branch	Replacement: 10,00 sf Branch Library	\$ 2,350,000
• Northeast SJC	New 50,000 sf Regional Library	\$11,542,000
• WNW SJC	New 25,000 sf Branch Library	\$ 8,072,000
• N Central SJC	New 50,000 sf Regional Library	\$11,542,000

The requests in the CIP mention the names of development projects but are meant as a geographical locator only and not as a specific project location. For that reason, the above list gives only the geographic location within the County. It should be noted that at least two of these locations were identified as needed in the 1999 Long-Range Plan for the Library System.

The following section, "Demographic Characteristics" gives general characteristics of St. Johns County population demographics and projections.

PART TWO: CURRENT STATE OF THE LIBRARY SYSTEM

Current Conditions & Elements Analysis

The Main Library and all branches that constitute current facilities were toured, staff interviewed, and spatial use noted. This information forms a basis for evaluation of space utilization, configuration and physical arrangement in all six existing Library facilities. User base for each branch was analyzed based on accepted mapping techniques and available census data. Standards found in *Standards for Florida Public Libraries* (Florida Library Association) informs the determination of the most likely location, range and demographic of the potential user base as a function of existing population in each user area.

Based on the population and the demographic of the current population and user base, and with input from the library system staff as to experience-based conclusions, recommendations are made for optimal space utilization as well as location and adjacencies of functional public and staff areas.

Needless to say, the library system does not exist within a vacuum, but is part and parcel of the community in which it is located. It is to that community that the system must be relevant in its programs and services; in order to understand how the library system can “grow in importance be a source of pleasure as well as benefit to its citizens, generally and particularly to the rising generation”.¹ the nature of the community must be well understood. The next section, Demographic Characteristics, is an analysis of the demographics of the people who make up the current community population: total population, distribution by age, gender and racial statistics; income and employment statistics; education statistics; and geographic distribution of population statistics and mapping.

Citation:

1. From a paper by Ron Blazek, Associate Professor at the School of Library Science, Florida State University (p.9) quoting from documents held by the St. Augustine Historical Society.

I. DEMOGRAPHIC CHARACTERISTICS

The demographics information is, for the most part, obtained from the many and various datasheets available from the US Census Bureau. Some data is limited to that collected and analyzed during decennial census taking only, while other data includes statistical projections made between census years. At the time this report was prepared, projections for 2016 were available for all demographic studies used. Total county population projections for 2018 became available from BEBR during the course of this analysis but census projections are not yet available for many of the categories of demographic study included in the report. For the sake of consistency, the population projections are given only in the Total Population chart.

It should also be noted that the US Census Bureau and BEBR statistics often use different totals for overall population. For this reason, most demographic information will be given as a percentage of the overall population being considered instead of being given as a static quantity.

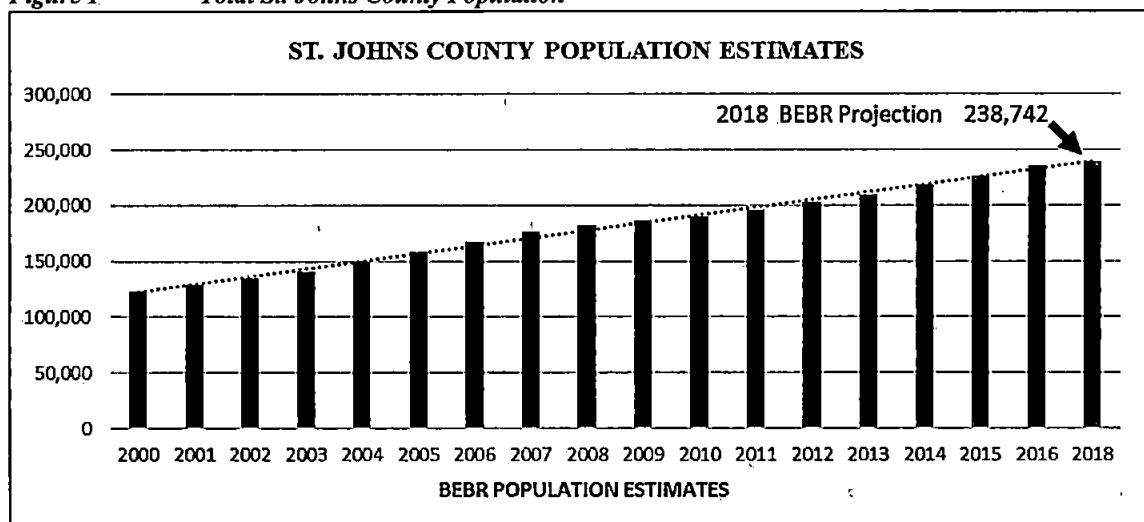
All Census and BEBR data given is specifically and uniquely relevant to St. Johns County unless specifically stated otherwise.

A. ST. JOHNS COUNTY CHARACTERISTICS

Total Population

St. Johns County has long been a dynamic and changing community. A quick glance at the change in total county population over the years will give some indication of the swiftness of the changes that have occurred:

Figure 1 *Total St. Johns County Population*



In the twenty years since the last Long-Range Master Plan update (1998/1999), the population in St. Johns County has nearly doubled. According to BEBR estimates, the population in 1990 was 83,829; making the 2018 projected population of 238,742 nearly a three-fold increase in total population in the span of 28 years. This growth rate has brought a lot of economic opportunity, and cultural and community dynamism to the area, but it has also brought with it attending funding pressures and stress on existing facilities and resources.

Age, Gender & Racial Statistics

St. Johns County is attractive to many different people, and for many different reasons. A breakdown of the population by age shows that the County has a very large senior population, with a secondary peak in population for ages 45 to 59, and a third at ages 5 to 19. The distribution of population across the age spectrum presents unique opportunities and challenges in developing a plan to attract and maintain a patron base, and to anticipate and to provide for the needs of that patron base.

Figure 2 *Population by Age*

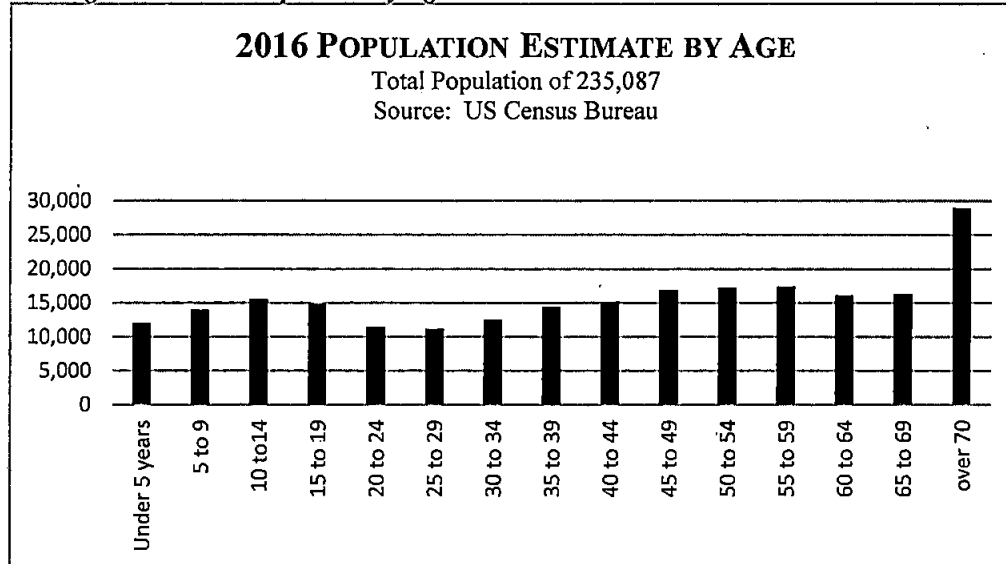
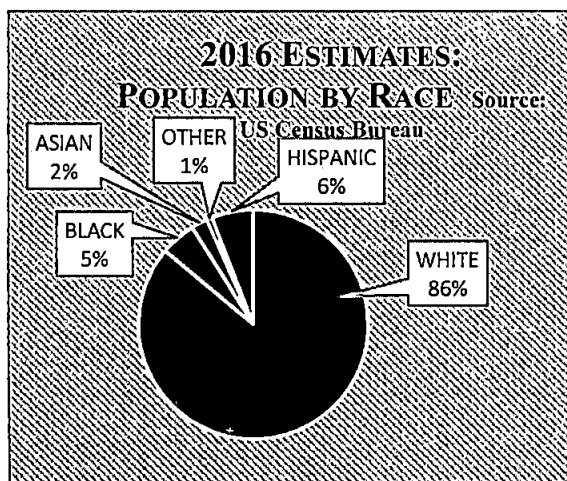
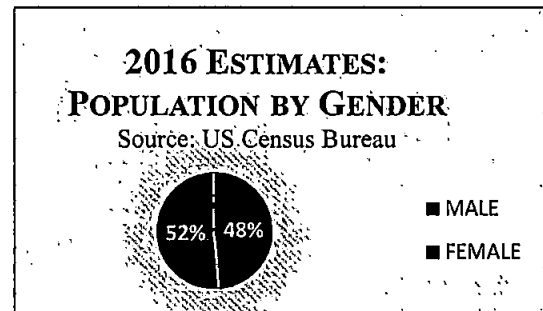


Figure 3 *Population by Gender*

The ratio of males to females is approximately 48% to 52% when considering total population but varies only slightly from this ratio across all age groups.



The estimates for percentage of the total population considered by race or national origin shows that the county is predominately Caucasian, with African American comprising 5% of the population, and Hispanic, Asian and Other comprising the remaining 9%.

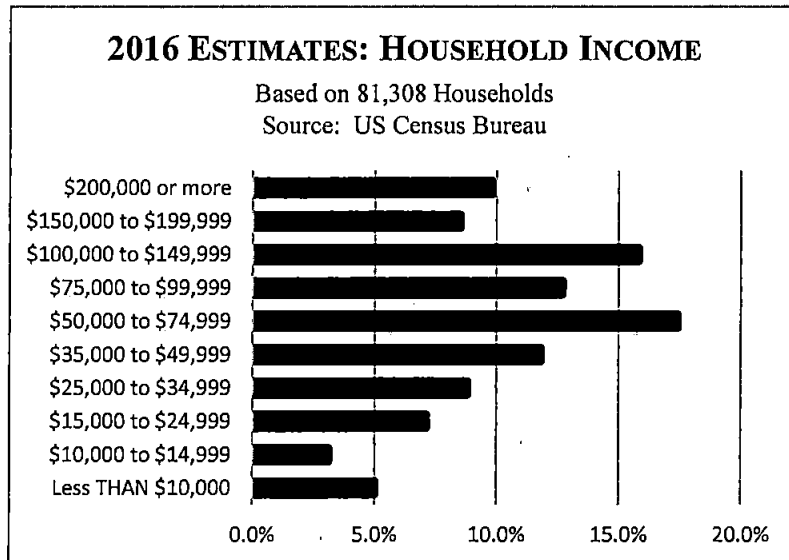
Figure 4 *Population by Race*

Income & Employment Statistics

Figure 5
Household Income

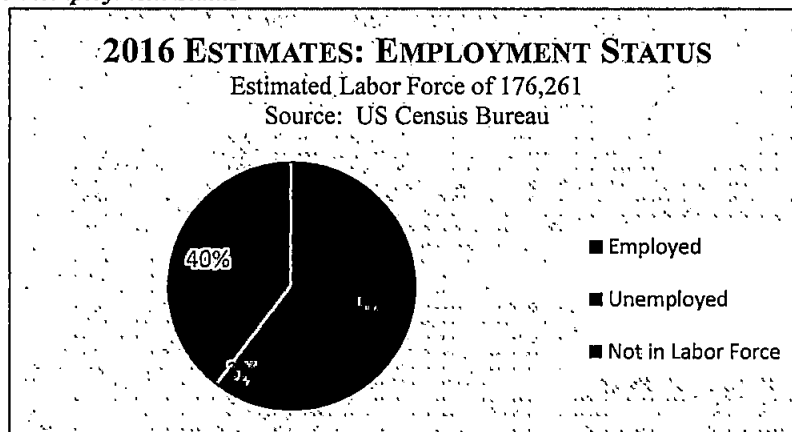
St. Johns County has among the highest per capita and household income in the State of Florida with a median household income of \$69,523 and a mean household income of \$99,254.

These figures, however, do not give a truly accurate picture of the county across all demographics due to the very high income levels for a small percentage of the population that is clustered mostly in the northeast portion of the county (Ponte Vedra).



The unemployment rate at the time of the 2016 population estimates by the US Census Bureau is given as 6.0% even though St. Johns County has enjoyed nearly the lowest unemployment rate in the State of Florida for the past several years. The estimates also show the percentage of the eligible work force (those individuals over the age of 16) who are not in the work force. This percentage makes sense when the age demographic is taken into consideration.

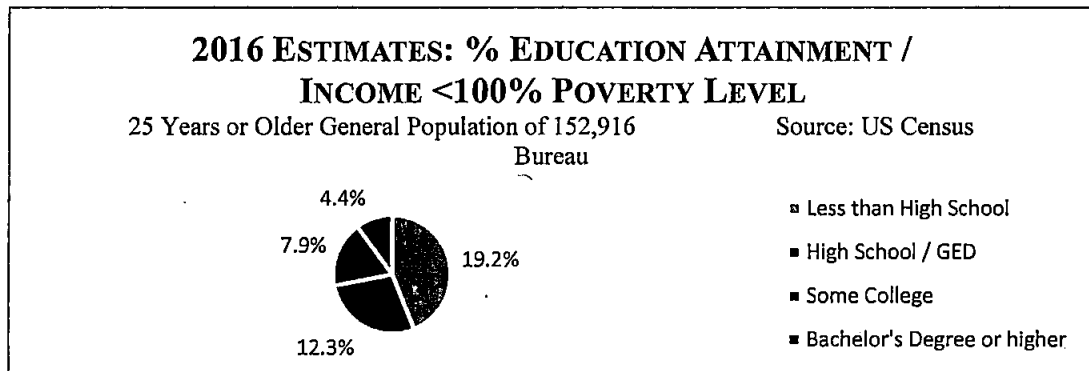
Figure 6 **Population Employment Status**



Education Statistics

St. Johns County has maintained its status of having the highest-rated school system in the State of Florida for many years. What is alarming, then, is the apparent correlation of poverty-level students to low education attainment levels.

Figure 7 *Population Education Attainment*



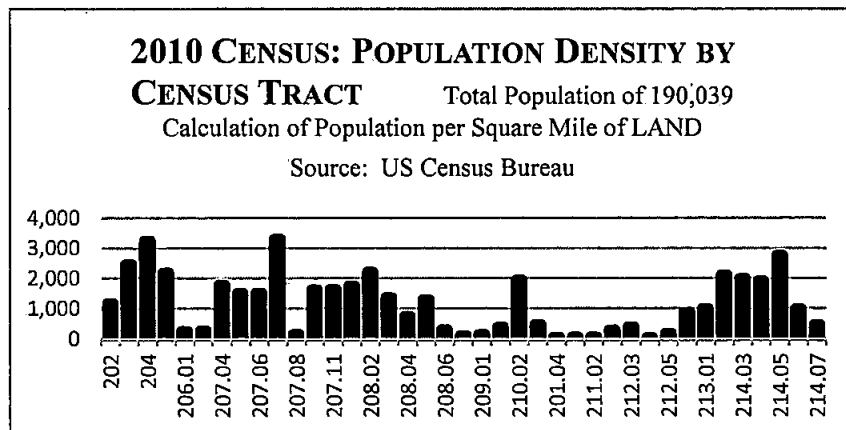
It was this disparity in educational opportunity that the LSTA (see Federal Laws & Policies) sought to address with the policy that recognizes the importance of “Targeting library information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line”.

Geographic Distribution of Population

Geographic distribution of population statistics is garnered by comparison of population per census tract and calculated based on non-water acreage. The only figures available at the time this report was compiled are from the 2010 census; the US Census Bureau does not hone into population per census tract in its population estimates. Nevertheless, it becomes immediately obvious from the chart that the population in the county is not evenly distributed. This disproportionate distribution of population will be examined in more detail in several of the following discussion sections and becomes especially important in the long-range recommendations.

Figure 8
Population Density

To further understand the population density disparity, the values were added to the mapping information for the county. This information, coupled with GIS information related to conservation



and land ownership by the St. Johns River Water Management District, State Forestry Division, Department of Environmental Protection and other governmental agencies begins to tell a cohesive story of the location

of population within the county. Density (in 2010) is clustered in the northwest and the northeast portions of the county, and within the boundaries of the City of St. Augustine and the City of St. Augustine Beach. The portion of the county west of Interstate 95 and south of State Road 16 have decidedly different distribution.

In all maps, the land area was modified to consider the large conservation / governmental tracts within each census tract in order to get a truer density figure.

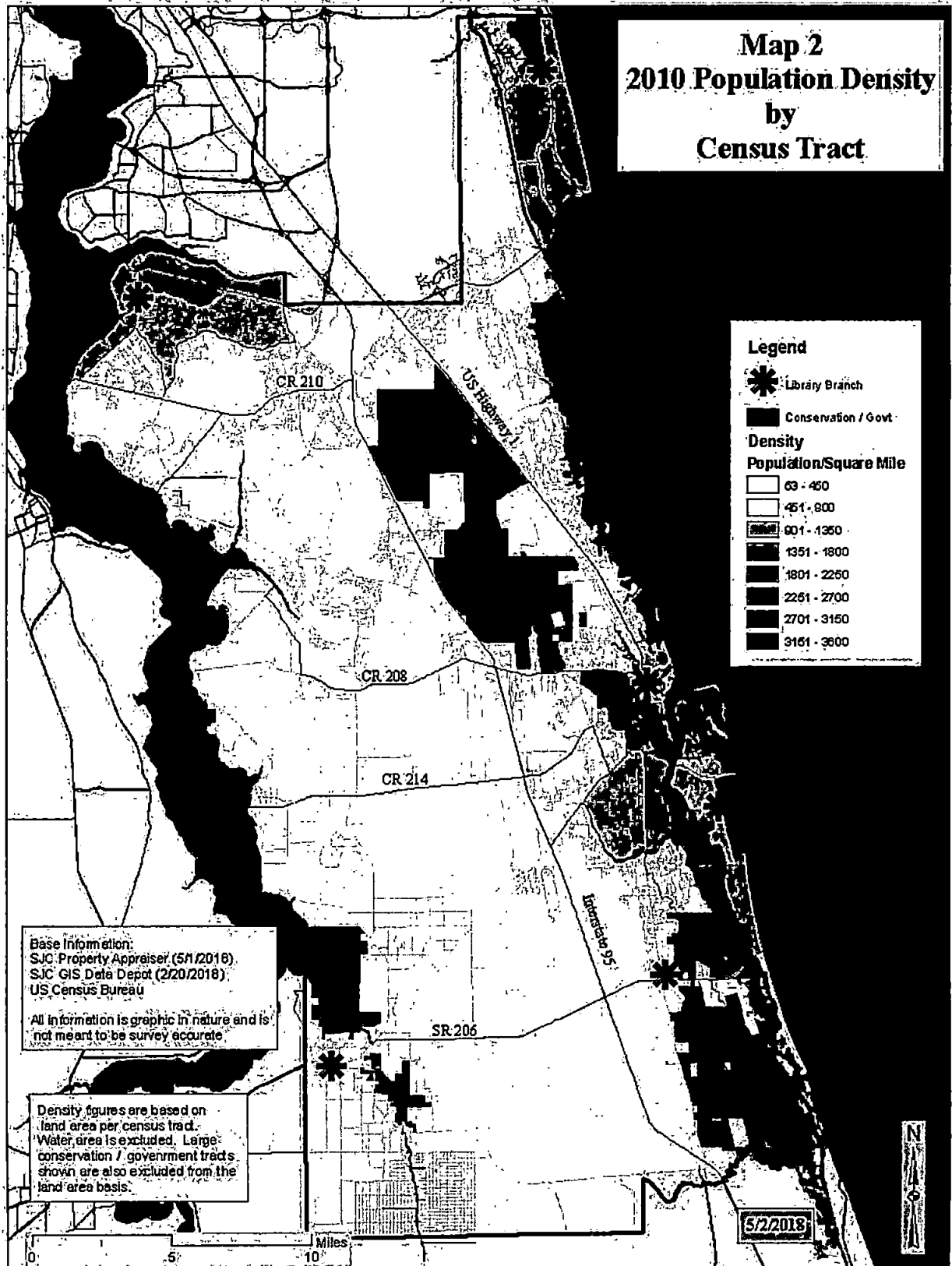
Map 2, 2010 Population Density: A map of the County showing population density based on the decennial census.

Map 3, 2018 Population Density BEBR Projections, uses the projections published annually by BEBR. Land acres within the census tract (as given by the US Census Bureau) were used to calculate the densities.

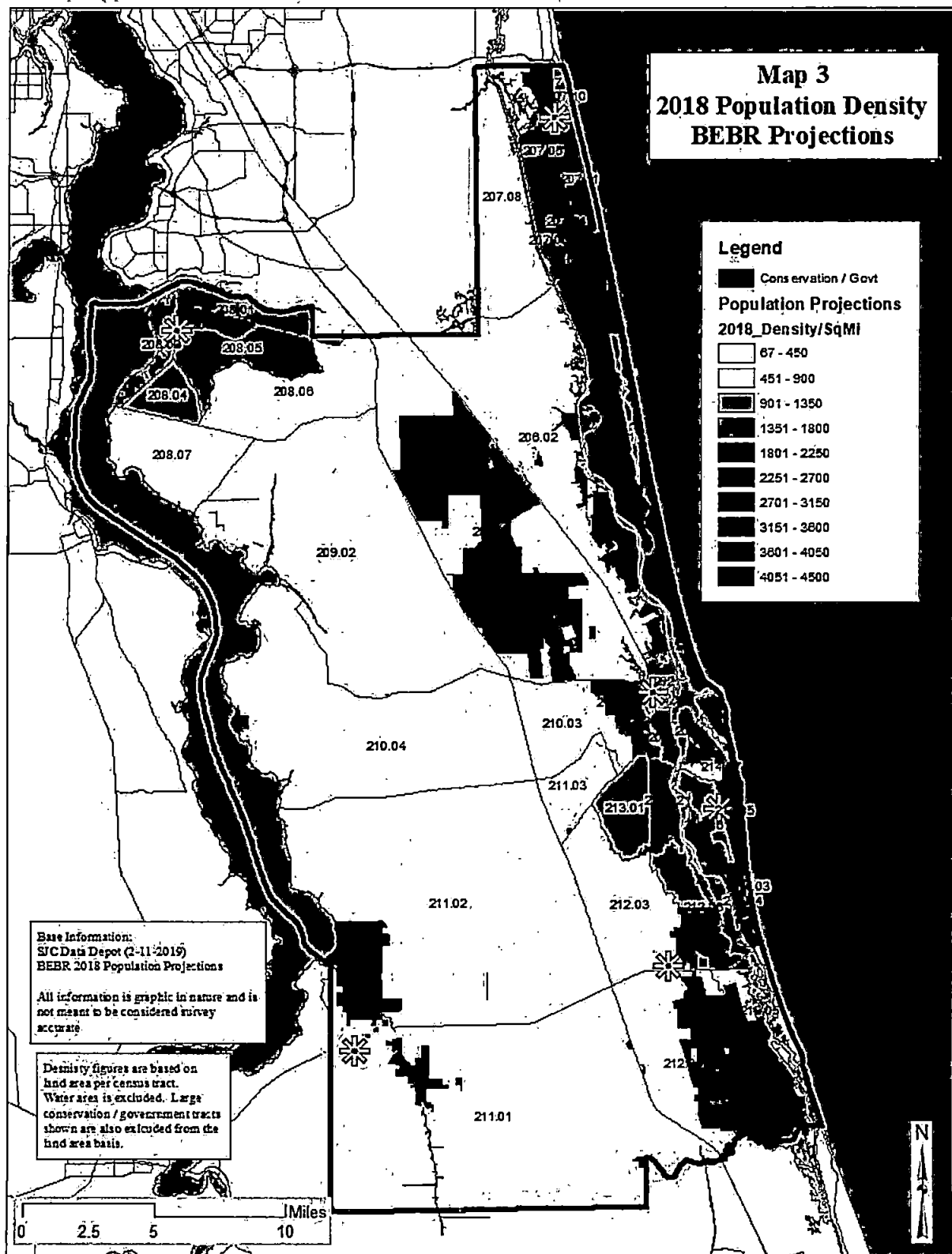
Additional Population Density maps related to future projections are included in the Long-Range section of this study, and are a good visual reference for the movement and increase of population densities in the county. See especially the compilation of all maps onto a single page for comparison as shown on page 75.

See Appendix 4 for a map of Census Tract locations.

Map 2: Population Density Distribution 2010 (Source: US Census Bureau)



Map 3: Population Density Distribution / 2018 BEBR Projections



The one significant population demographic that is currently not tracked by Census or by BEBR is the visitor population: both the 'snowbirds' that come for extended periods, as well as the short vacation stays by others. All library branches, and especially Ponte Vedra, Anastasia Island and Main Library have significant traffic from visitors to the area. Current estimates from the Visitors and Convention Bureau sets the 2016 annual visitor count for those who stayed at least overnight at 4,199,170. This figure should be taken in the light of the data collection coming almost exclusively from hotels in and around St. Augustine, and not from private rentals, AirBnB type rentals, or other vacation rental opportunities. The actual visitor count may be rather higher.

What becomes apparent from a comparison of the maps is that the population densities are rising in the central portion of the county, but library branches are located at the 2010 population centroids. The Long-Range Master Plan published in 1999 anticipated this trend, and called for a least one, and preferably two new branch libraries to serve the expanding geographic distribution of population.

B. LIBRARY BRANCH DISTRICTS

For the following discussion and analysis, certain terms will be used that deserve a bit of explanation.

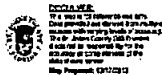
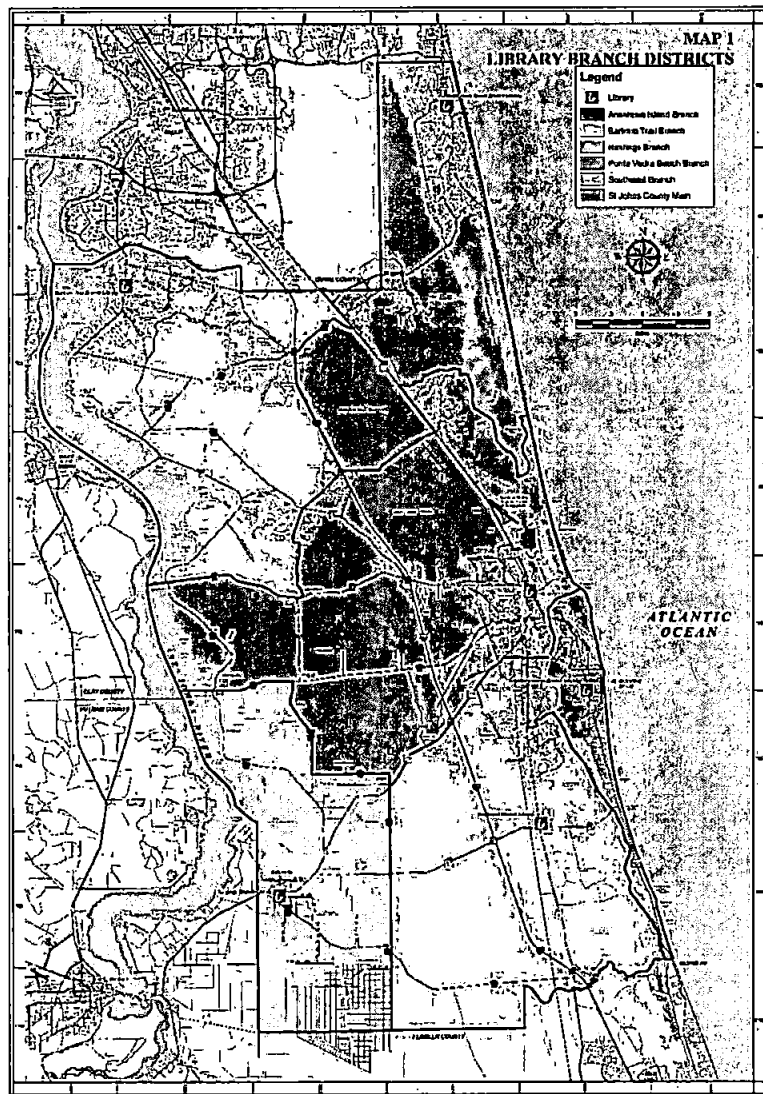
- **Branch Districts:** These are the geographic zones laid out on Map 1 and are considered to be the official districts served by each library branch.
- **Service Area:** The service area is also a geographic zone but is defined by the accessibility according to Best Management Practices determined by the Florida Library Association as may be modified by the St. Johns County planning standards. For the purposes of this study, the Service Zone for each library branch will use the zone as first described in the 1998 master plan related to site selection for the Southeast Branch: a zone defined by a 15-Minute drive time to the branch.

1. Current Branch Districts

Map 1 Library Branch Districts

The county is currently divided into six library districts. The divisions appear to have been made based on recognizable boundaries: major roadways, and not on a "service area" division. As mentioned in the 1999 Long Range Plan update, St. Johns County has used a 15-minute travel time to describe a workable service area for a branch library. Please refer to Map 1 for graphic representation of the current service areas.

As a note, the title of Map 1 is Library Service Areas, but for the purposes of this study, the title is a misnomer. The areas shown on Map 1 will henceforth be referred to as Branch Districts.



Library Service Areas



2. Branch Service Areas

A quantitative analysis of the suitability of the building facility to handle the service population will be discussed in the *Florida Library Association Quantitative Recommendations* section. This section will focus on the optimal geographic service area each branch will serve. It is interesting to note that the Waters Study set the optimal service zone as a 1-mile radius around the library branch. However, this report will use a 15-minute drive time as the optimal service zone. This optimal zone was established in the 1998 Master Plan and has been used as the standard since that time. Time will be based on travel by private automobile as opposed to bicycle or public transport because that is how most patrons travel to the library. As public transport becomes more robust in the county and as service times improve this dynamic may change but for the purposes of this study, the widest service zone will be determined.

Methodology to determine the distance realistically travelled by automobile in 15 minutes was arrived at through on-board automobile computer calculations. In the span of over 11,000 miles of ordinary driving throughout the county (including periodic commuting by interstate), the test onboard auto computer showed an average speed of 29 miles per hour. To give some leeway to fluctuations in average speed, a figure of 30 miles per hour was used to calculate the zones. This figure translates into the limits of a 15-minute commute being defined by a 7.5 road mile zone.

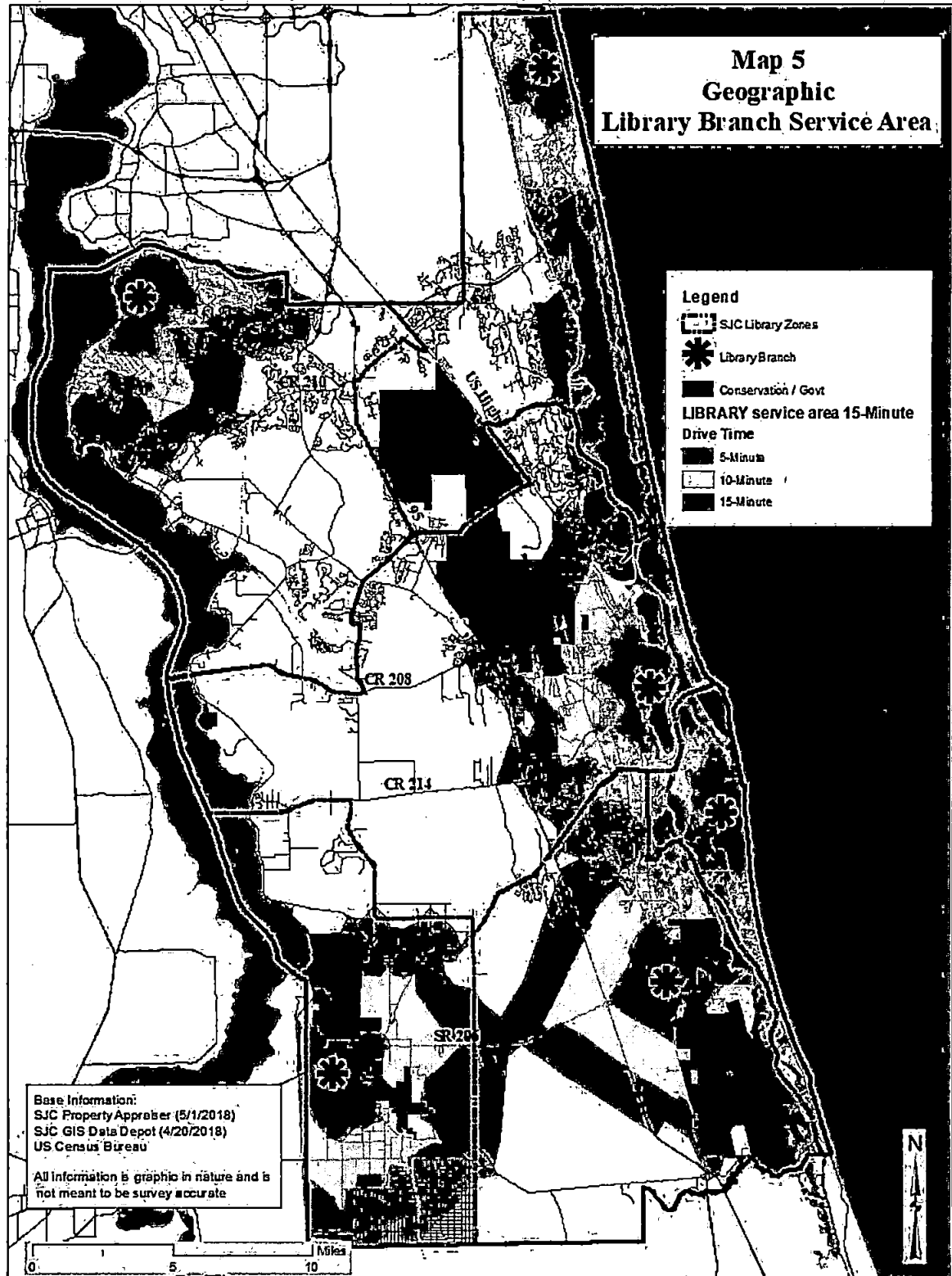
St. Johns County GIS data for all roads was used as the base, and the ESRI Network Analyst tool employed to develop the zones. The following map shows the branch locations, and the service zones divided into 5-minute, 10-minute and 15-minute travel zones. As a note, these zones are delineated based on an average travel time. It may be that some specific road routes will take less time, and some perhaps more time, but conclusions can be drawn, and recommendations made based on the conceptual zone delineations shown on *Map 5: Branch Service Areas Defined by a 15-Minute Travel Time* found on the page following.

The service areas are defined as polygons for ease of review: the outside boundary of the polygon is defined by connecting the end of road segments.

It is readily apparent that the service areas cover a small percentage of the county, leaving the majority of the central portion underserved. The overlap of the Main, Anastasia and SE branches is not so great as it may appear due to the "barrier" of bridges that may cause delay, but certainly form a perceived barrier for many when considering making a vehicular trip.

This map will be used in the discussions found in Parts III Long Range Plan, and Part IV, Recommendations.

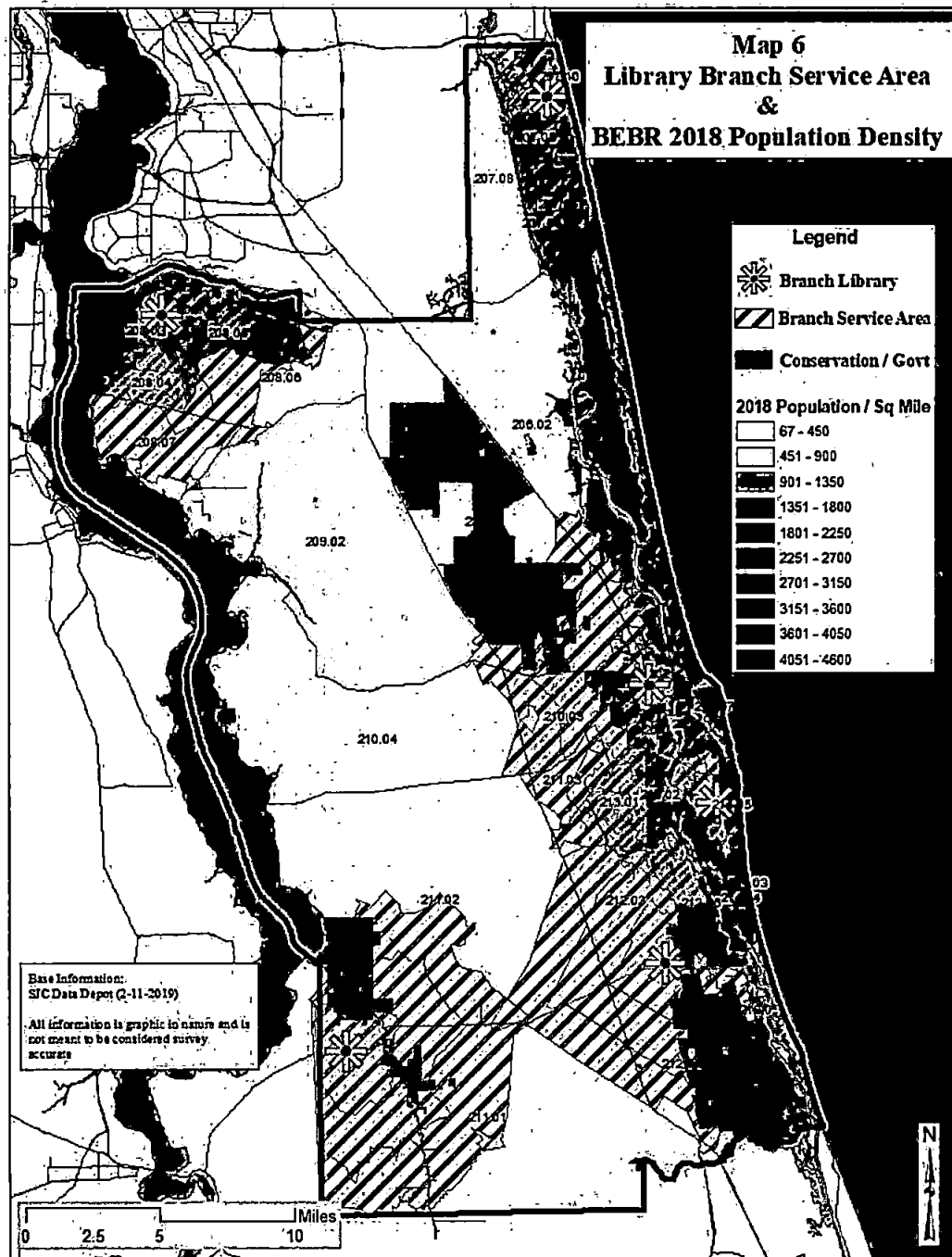
Map 5: Branch Service Areas Defined by a 15-Minute Travel Time



3. Population Distribution Overlay

Map 6, Service Area & 2018 Population Density combines the service area maps and the BEBR population projections for 2018 for information as to the population that falls within the recommended service area, and the population that is underserved by the current system branch location and number.

Map 6: Service Area & Population Density



An estimate of the two populations (served and underserved) does not consider entitled but unplatted residential development, nor unbuilt apartments or condos; only those lots or buildings having an identified address on the Address_site shapefile from St. Johns County GIS (4/20/2018) are included in the calculations. The “served” population consists of those residents who reside within the defined Service Area shown on *Map 5* for each branch. The “underserved” population consists of those residents who live within a library district but are outside of the service area limits.

For the purposes of this analysis, the existing branch library zones (*Map 1*) were used and the population estimates updated to the Address_site information as of 4/20/2018. Because the service zones for Southeast, Anastasia Island and Main libraries overlap to such a great extent, and to avoid redundancy in calculations, those three were combined as a single category. That overlay, and those calculations reveal the following:

Table 4 *Population : Served & Underserved*

BRANCH	2018 BEBR Population	Served	Underserved
Main Library	114,896	91,569	23,327
Southeast Branch			
Anastasia Island Branch			
Ponte Vedra Branch	47,712	25,771	21,941
Bartram Trail Branch	68,549	37,903	30,646
Hastings Branch	7,585	5,920	1,665
Totals	238,742	161,163	77,579

What the above analysis reveals is that approximately 32% of the population resides outside of the geographic service area for a branch library.

The further implication of the above will be explored further in a discussion of quantitative standards for public libraries that has been developed over the years as Best Management Practices by the Florida Library Association.

II BRANCH & SYSTEM DISCUSSION

At this time, each branch serves a different portion of the county with different demographics and patron needs and desires. To this end, each branch manager has a certain degree of autonomy in order to better respond to their particular cultural community. While the Library System policies and methodologies are standardized throughout the entire system, each branch has taken on its own character. It may be that in the future, the homogeneity of the county population may increase as the population does only because the different areas of the county will lose their traditional character and take on a new life based on the character of the growing population.

This discussion will begin with a character sketch of each branch in terms of its community type, the 2017 annual service statistics, and the programs that have been found to most clearly respond to the local community desires and needs. Discussion of the overall system will consider the current policies in place as well as the administrative hierarchy and staffing levels.

A. MAIN LIBRARY

Community Type

The Main Library is located not far from the main tourist area of downtown St. Augustine; is on US 1, a major highway; is at the confluence of US 1 and the only road crossing to the Vilano barrier island; and is within easy walking distance of much of the residential area lying northeast of the city. The library site shares the block (and parking) with a well-used playground, the National Guard Armory building that is often rented out for gatherings and shows, and the historic Water Works building that is being restored by the City of St. Augustine for an as-yet unknown use.

The vehicular access to the Main Library has traditionally been a difficult one, with the drive being situated on a road geometry that is often gridlocked. The current work by FDOT on a new road configuration in the general area, and the new driveway accesses off US 1 may alleviate the difficulty once patrons become accustomed to the new patterns.

The library is used mostly by patrons coming from and going to other locations. Tourists use the location to print off their trolley tickets for the touring trolley stops that are nearly across the street, or to do other printing they may need while on holiday. The Main Library has instituted a daily guest pass for use of the public computers by tourists.

It is somewhat surprising that there is little use of the library by high school aged patrons: there is, however, no staff member for Young Adult programming, so the lack of use may be caused by a lack of provision of service.

The City of St. Augustine is currently trying to gain control over the constant and growing influx of a transient population that is homeless. The Main Library site has been traditionally used by this population for use of the sanitary facilities. The presence of this segment of the population is considered by some to be deleterious to visitation of the library by the surrounding residents. Visitors to the park use the library facilities and use the library lobby for respite from the weather. This tends to add to the already congested character of the building.

The library has a heavy demand for meeting space but cannot meet the demand due to shortage of this type of space. Reconfiguration of the building to accommodate a new entry off the parking that has been added on the north side of the building as part of the road reconfiguration may allow for some additional meeting space.

Statistics

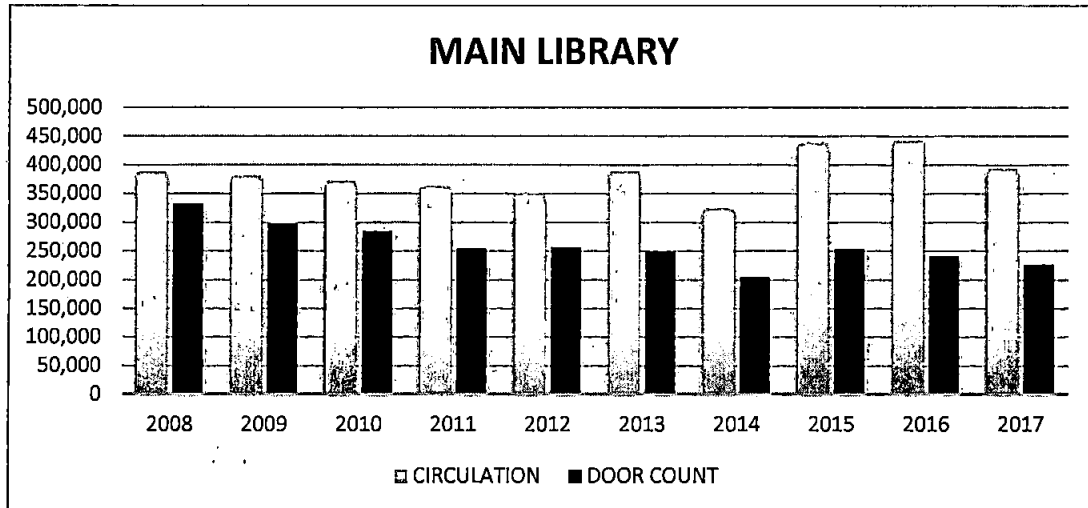
As with most of the branches, as the economy improved from the recession that began in 2006, the door count receded as people were able to get back to work. After 2014, as people's lives began to stabilize, the door count and circulation began to rise again. The institution of some very good on-line programs for library patrons (Overdrive, Hoopla, etc) that allow the borrowing of e-books and audio books has somewhat reduced the door counts at most branches.

The Main Library has approximately 300 members in its Friends group.

In 2017, approximately 52% of the Main Library service population held a current Public Library System card.

There is a transit stop adjacent to the library building on US 1.

Figure 9 *Main Library Statistics*



Facility

The facility has security during all hours that it is open (currently 47 hours in a 6-day week) and has recently added security cameras to curb some of the theft of CD and DVD materials as well as to provide additional levels of security for staff. There is no central ‘panic’ button with direct dialing to the sheriff in case of an incident.

The road reconfiguration around the library facility has allowed for development of paved parking at the rear of the building, and a new vehicular entry into the site from US 1, with egress only (right turn out) allowed to the east onto San Marco. The access between the north and the south parking lots is still confusing to some but will hopefully become more useful as the patrons become accustomed to it.

At this time there is no direct public access into the building from the north parking lot, and patrons have to cross the entry drive twice on the sidewalk route between parking and the front building entry. It should be noted that St. Johns County has no control over access, parking, or sidewalks as their ownership ends at the exterior building walls. Reconfiguration of the rear of the building would allow for a direct access and would give an opportunity to reconfigure the interior for better space utilization: gaining another meeting room, allowing for better ‘traffic’ control in the building, better sight lines for staff supervision of activity, and better space utilization for staff activities related to administration and circulation. Because of the building construction, though, the addition of a new entrance would require extensive structural work and incur a high expense.

Programs

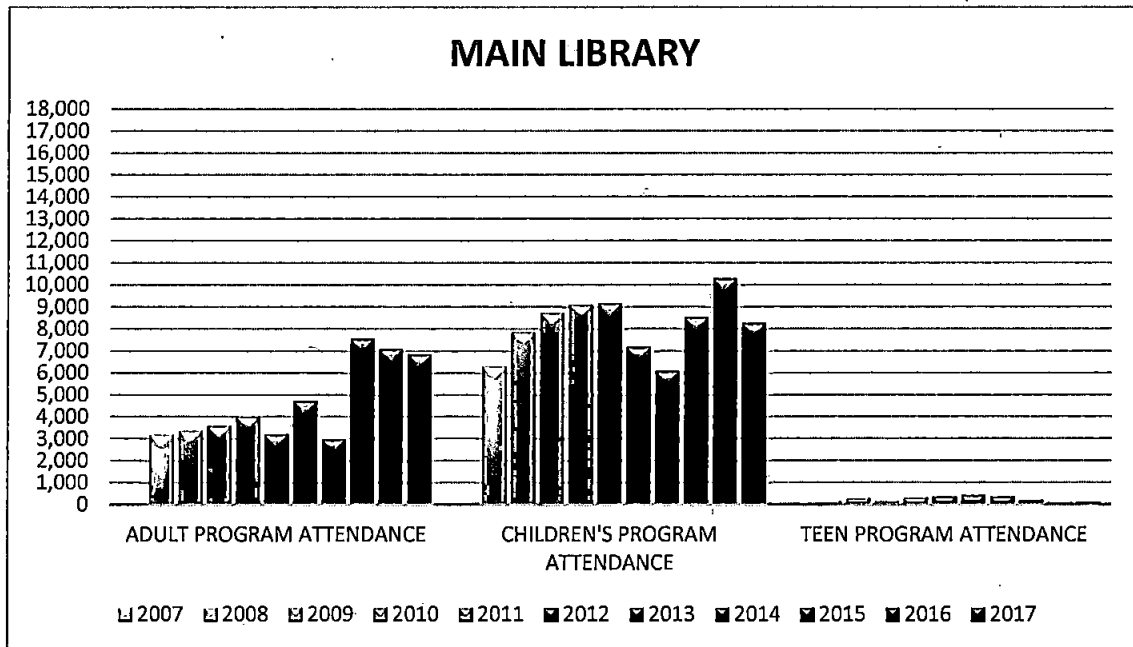
Attendance at both children’s programs and adult programs is high, but the branch, as mentioned, has difficulty reaching the Young Adult patrons due not only to the nature of this particular audience, but also to a lack of staffing.

MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

Average attendance for programs between 2008 – 2017:

Adult	21 / event
Children	44/ event
Teen	11/ event

Figure 10 *Main Library Programs*



B. PONTE VEDRA BRANCH

Community Type

Ponte Vedra has historically been the portion of the county with the highest per capita income and highest percentage of retirees. This dynamic is changing as the population increases, but Ponte Vedra maintains a unique character in the county and is often considered more metropolitan than other parts of the county. A glance at Map 3 (page 25) shows that this community is separated from the rest of the county by the Intracoastal Waterway, the long and narrow strand of land between Vilano and Ponte Vedra, most of which is occupied by the Guana-Tolomato-Matanzas National Estuarine Research Reserve ("GTM-NERR"), and because it forms a 'finger' of the county that has Duval to the west, and the ocean to the east.

The patrons visiting the library tend to be in the 'over 50' demographic shown in Figure 2. The place that the library occupies in the community is as a community centroid, a voting location, a location for tutoring and is well known for its local partnerships. A good deal of staff time spent with patrons involves assisting them with lifestyle or community concerns.

The patron base is well-educated and the demand for circulation is high. Because most of the patrons have good connectivity at home there is not a heavy demand for the public use computers.

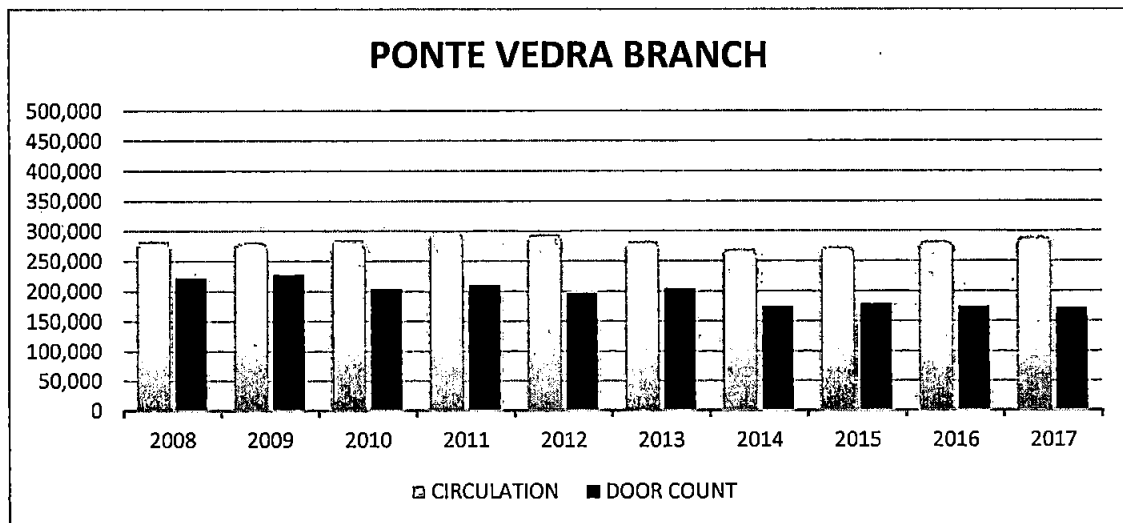
Statistics

There are approximately 570 members of the Friends group. The group maintains a full-time used book store, and currently funds most of the programming for the branch. Additionally, the group has been instrumental in providing financial backing for recent improvements to the facility.

Approximately 42% of the branch district population held a Public Library System card in 2017.

The Ponte Vedra Branch is generally open for 53 hours during a regular 6-day week.

Figure 11 *Ponte Vedra Branch Statistics*



Facility

The facility has undergone recent improvements funded by the Friends group that included reconfiguration of the lobby and bookstore, as well as upgrades and repairs to the fire sprinkler system done by the county. The facility is in good condition but has maintenance requirements still in terms of long term maintenance items.

The architecture of the facility poses a difficulty for staff (especially at the current low levels of staffing due to budget constraints) in that it does not allow for good sight lines between different parts of the building. The interior is laid out such that the non-public staff areas are in the center of the building. Staff is only able to see one small portion of the interior at any one time.

The library has a fire capacity for 516 persons (based on furniture within the building).

Security currently serves the branch for 25 of the 53 hours that the branch is open. There is no central 'panic' button with direct dialing to the sheriff in case of an incident.

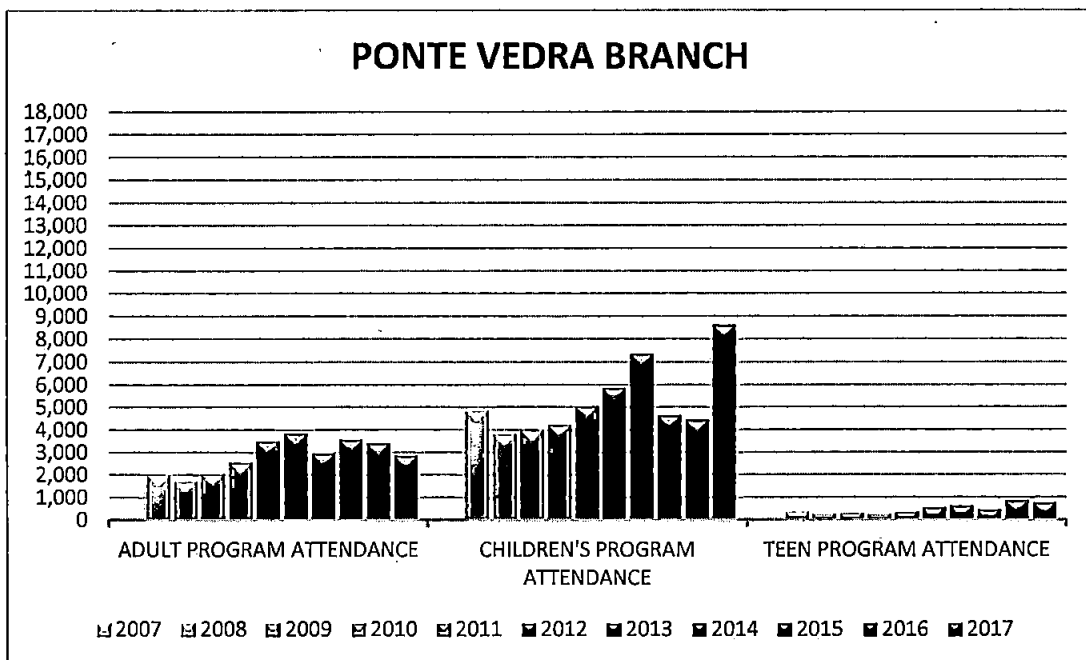
The branch is serviced by a transit stop.

Programs

Average attendance for programs between 2008 – 2017:

Adult	46 / event
Children	44/ event
Teen	13/ event

Figure 12 *Ponte Vedra Branch Programs*



C. BARTRAM TRAIL BRANCH

Community Type

The Bartram Trail branch is not situated on a collector road, but has ready access to a collector road, with a traffic light at the intersection. Its location in the very northwest corner of the county limits its ability to share patron load with any other branch, and it is the only branch for an area of the county that has been developed to a 'suburban type' of residential since the 1980s. It is also within a very short drive distance from residential development in Duval County.

The proximity of this branch library to both Julington Creek community and to the Westminster Woods retirement center gives the branch an interesting mix of young families, children, and seniors as their main patron base. The reading rooms and chairs are heavily used, and the meeting rooms are booked several months in advance by the local community groups including the many area Home Owners Associations ("HOA"). Reading programs for children are heavily attended as are the various high school testing preparation courses.

Bartram Trail also has a home-school population that uses the library facilities for educational material and other resources.

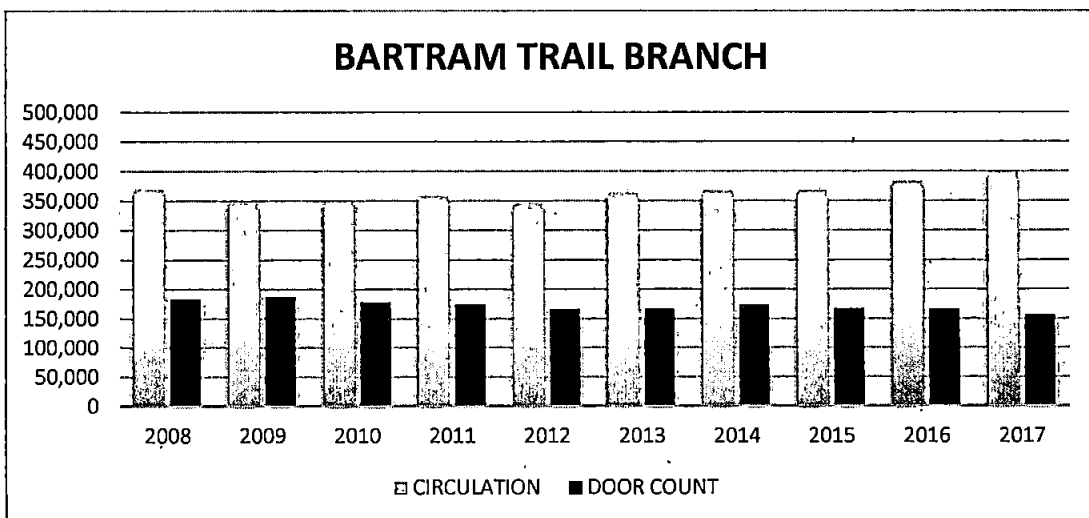
Statistics

There are approximately 100 members of the Friends group.

Approximately 30% of the branch district population held a Public Library System card in 2017.

The Bartram Trail Branch is currently open for 47 hours during a regular 6-day week. Both attendance and door county have remained fairly stable, with the recent years seeing somewhat of an increase in circulation, and the anticipated drop in door count due to wide availability of the electronic library resources including e-books and audio books.

Figure 13 *Bartram Trail Branch Statistics*



Facility

Both the building and the parking are dramatically inadequate for the current patron base. Priority has been given to public use space, which has left inadequate space for staff to perform tasks related to administration and circulation. Several staff members share the same desk space.

Public meeting space allowance is only 20% of the Best Management Practice standards and the public meeting rooms have high demand from the patron community. The site does not allow for cost effective expansion of the building or the parking.

The branch is heavily used by active young families. Staff has noted that a glass enclosure for the children's area (including the story reading area) would have a positive impact on the noise level within the building.

There is no security guard on site. When not in use, meeting rooms are kept locked for better spatial supervision by staff. There is no central 'panic' button with direct dialing to the sheriff in case of an incident. The branch is has a fire loading capacity of 629 persons.

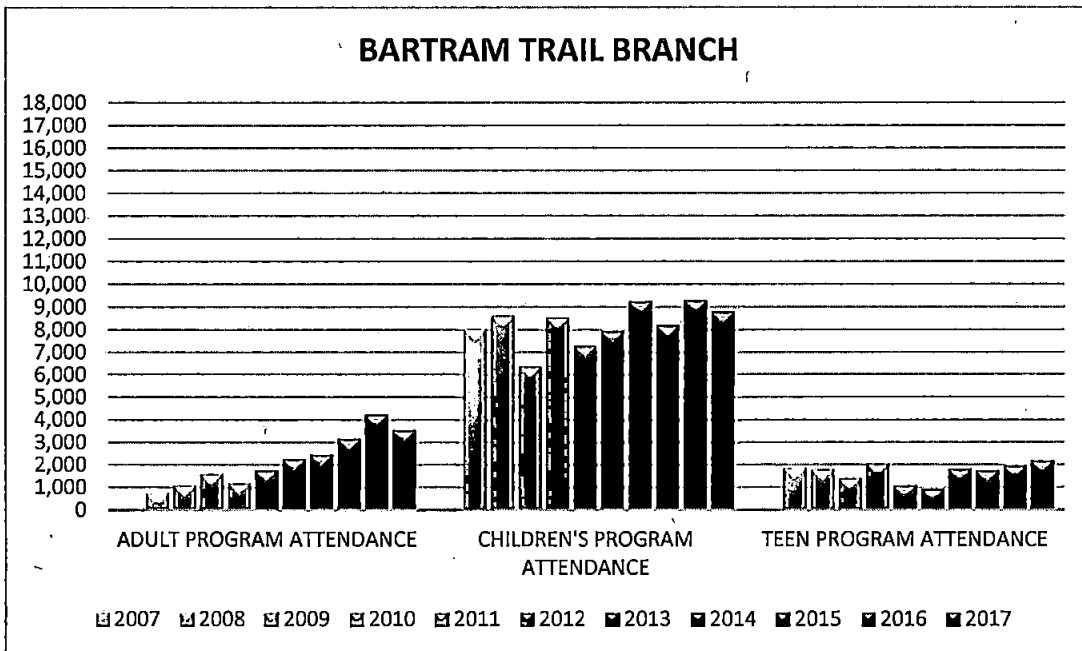
The site is serviced by transit.

Programs

Emphasis is on programming for children, and attendance is consistently high. Teens generally attend programming related to test preparation. Average attendance for programs between 2008 – 2017:

Adult	13/ event
Children	47/ event
Teen	17/ event (this is the only branch with a Teen Librarian)

Figure 14 Bartram Trail Branch Programs



D. HASTINGS BRANCH

Community

The Hastings Branch library is currently located in the old City Hall complex of the Town of Hastings. In early 2018 the town was unincorporated, and the holdings transferred to St. Johns County. As this report is being prepared, the buildings in the complex are being evaluated for use. There is no definitive plan at this time, including whether the library will continue to be housed in its present locations, be expanded, or be moved to another location. For the purpose of this report, the assumption will be made that the library will remain in its current location.

The library is situated on the south side of State Road 207: on the opposite side of the highway from the former Hastings downtown. A County recreation complex is across the street and the remainder of the immediately surrounding area is residential.

Hastings has traditionally been an agricultural community and continues to be so today. It is likely that the next decade will see changes in the community form due to the relatively large land holdings of the families in the area: such holdings are attractive to homebuilders. Nevertheless, Hastings is at this time and will remain in the near future, a community of people who work during the day, and spend time with family in the evenings and on the weekend.

Most of the patrons that visit the Hastings Branch are in the 40-50 year old range. There is not much connection with the younger community. There is a very low population of retired seniors or 'stay at home' parents. Homeschooling is common among the families, and the branch supports them with educational materials and services.

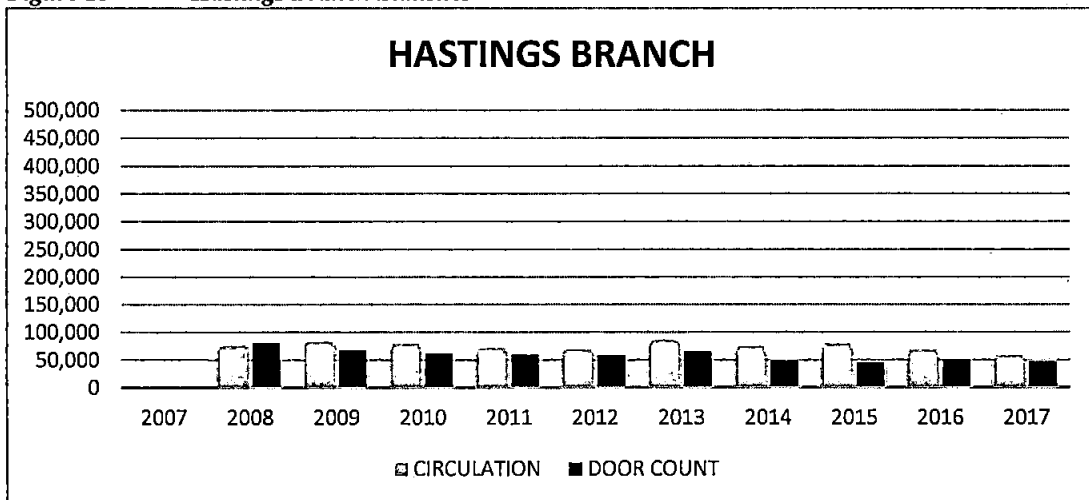
Statistics

There are approximately 24 Friends in the Friends of the Hastings Library group, and they are very active in the community, especially focusing on preparing young children for school with school supply days.

Of the 2017 Hastings Branch district population approximately 39% held active Public Library cards.

The Hastings Branch is open for 39 hours per week in a 5-day week.

Figure 15 *Hastings Branch Statistics*



Facility

The building is currently of adequate size to handle the patrons that visit the branch, but is without adequate public meeting space at the current time. If there is a change in land use entitlement in the area that brings in much residential, the branch will become overloaded due to its small size.

A portion of the library wing of the building complex has been given over to Health and Human Services for three days per week: they are housed in what used to be the public meeting room. Another area of the building complex is currently being used by the Friends for its bookstore and can also be used for public meetings and staff meetings.

The branch has a security guard for 28 of the 39 hours it is open during the week. There is no central 'panic' button with direct dialing to the sheriff in case of an incident. The branch has a fire loading capacity of 64 persons.

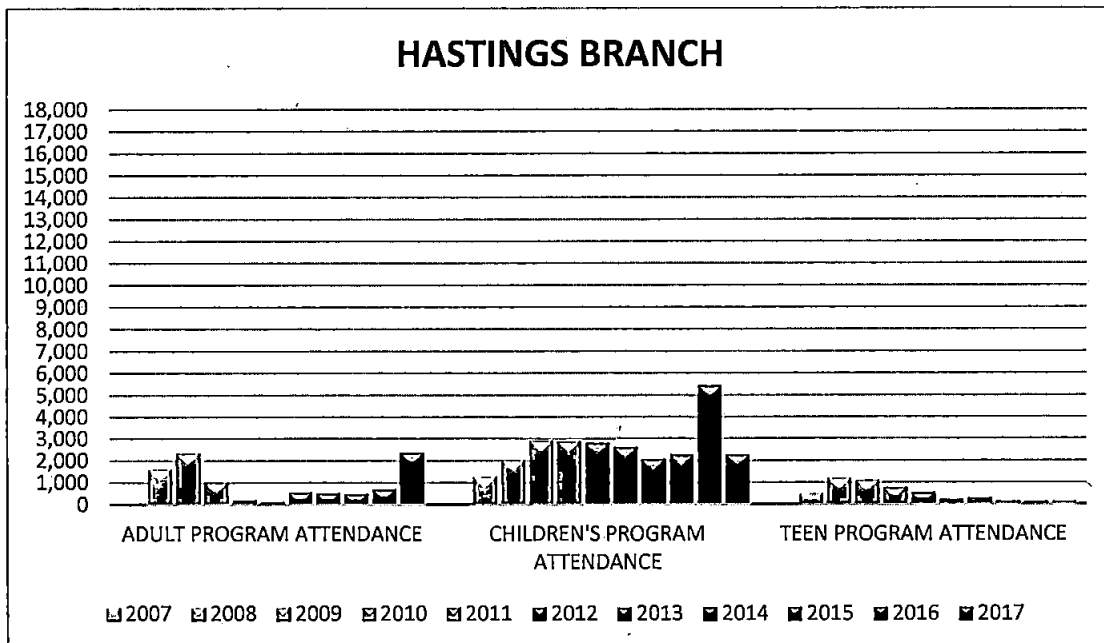
The site is serviced by transit.

Programs

The branch does not have much community pressure for programs, and attendance is low at the ones that are offered. Average attendance for programs between 2008 – 2017:

Adult	19 / event
Children	16/ event
Teen	6/ event

Figure 16 *Hastings Branch Programs*



E. SOUTHEAST BRANCH

Community

The Southeast Branch has an interesting mix of communities surrounding it; with the beaches to the east, residential developments to the northeast, state park and preserve lands to the southeast, and timberlands, farms and ranches to the west. Staff estimates that over 50% of the patrons that visit the library are in either the fixed-income or very moderate-income demographic. Their patron base is split between children and retirees.

The Southeast Branch is heavily impacted by the 'snowbird' population from January through at least March of every year. As mentioned elsewhere in this report, neither BEBR nor the Census have developed a satisfactory methodology for capturing this population statistic. The Tourist Development Council ("TDC") in St. Johns County gets its data mostly from hotels in the City of St. Augustine area; the snowbird population in this area of the county would most likely be staying not only in hotels, but also in the numerous ocean-front condos and private residences that are rented out. There are also several recreational vehicle campgrounds in the immediate vicinity that provide additional opportunities.

Access is either by automobile or by transit as there are no bicycle lanes on the state highway, nor are there sidewalks accessing the site. There is a transit stop immediately in front of the library branch building.

Homeschooling groups are prevalent, and the branch works with them to provide educational materials and services upon request.

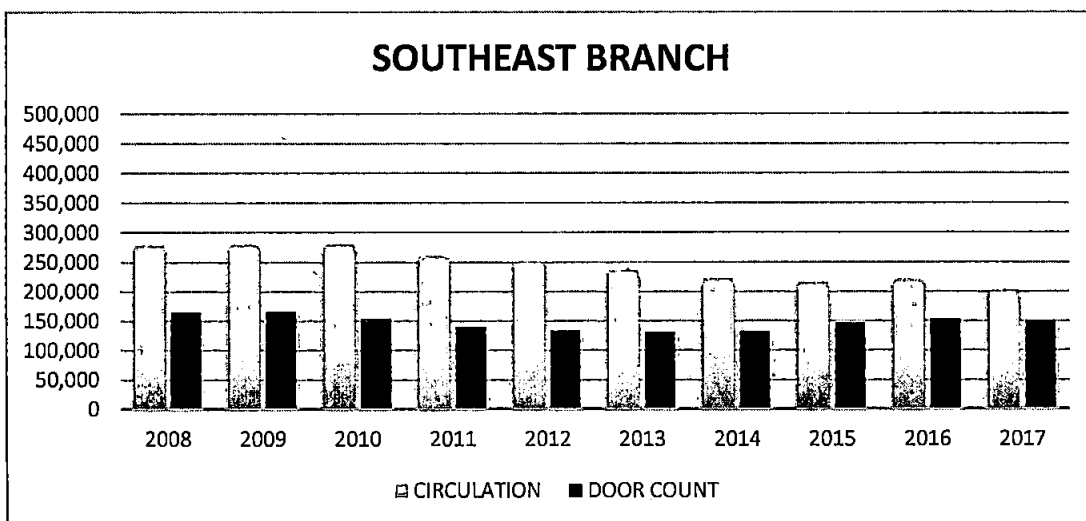
Statistics

There are approximately 100 in the Friends group.

48% of the population within the branch district held current Public Library cards in 2017.

The branch is open 6 days per week for a total of 53 hours.

Figure 17 *Southeast Branch Statistics*



Facility

The building is fairly new and is bright and feels spacious. There are an adequate number of chairs and desks space for the patrons to use within the library, and a Quiet Room is provided. Internet access is available on the public computers or from Wi-Fi. The Wi-Fi can be sporadic at times. The layout of the stacks is somewhat problematic for staff ability to supervise all areas of the building from the circulation desk, and areas are rearranged as possible in an attempt to remedy sight line issues.

The main building entrance is a bit peculiar and does not give ready visual clues as to how to move from the foyer to the library itself. The Friends bookstore appears to be a re-purposed closet. The Friends are active and have provided a lovely Children's Patio for storytime or other activities.

This branch location is also a voting location. The voting activity is easily accommodated in its largest meeting room. The location of the meeting room, however, presents challenges for communication between staff because it is situated out of the library, across the foyer, and through another set of doors.

Most of the programming for teens occurs at Pedro Menendez High School due to transportation considerations. Staff was not aware of any significant population of homeschool families.

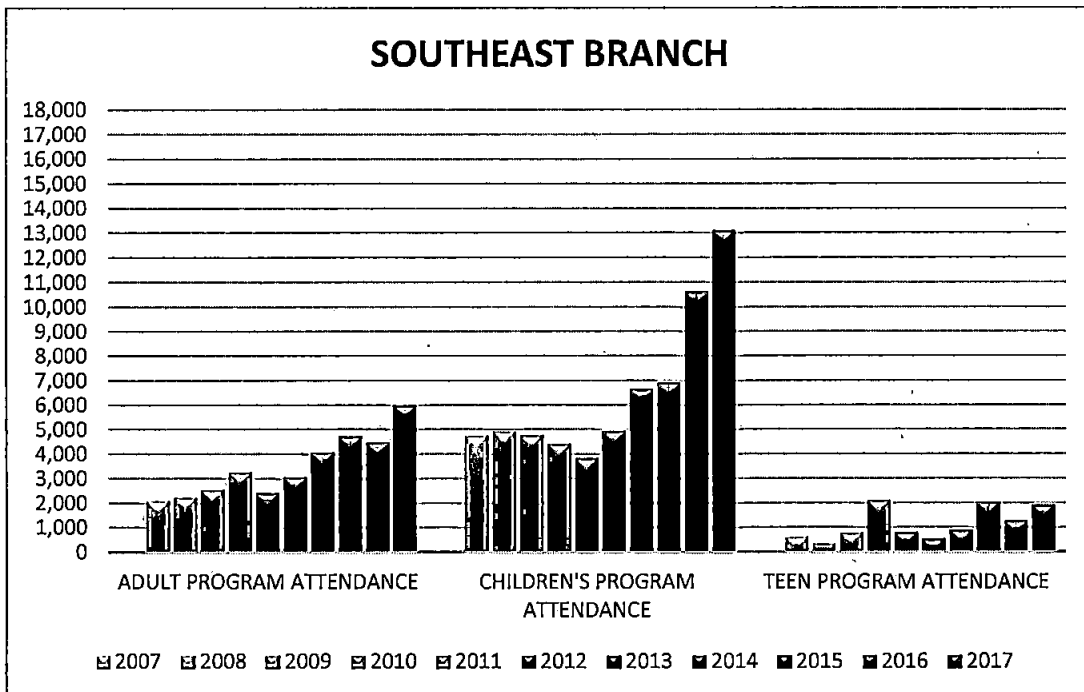
The branch has no security guard during the hours it is open during the week. There is no central 'panic' button with direct dialing to the sheriff in case of an incident.

Programs

Average attendance for programs between 2008 – 2017:

Adult	16 / event
Children	31/ event
Teen	18/ event

Figure 18 Southeast Branch Programs



F. ANASTASIA ISLAND BRANCH

Community

Although the Anastasia Island Branch was conceived of as being no more than a storefront location to drop off/ pick up books, it has evolved into a full-service community library. Residential development surrounds the library location and the branch is heavily used.

The patron base visiting the library is mostly young families with children, and those over 50 years of age. Snowbirds impact this branch even more, perhaps, than they do the Southeast Branch. The snowbird season is generally from January through March. Neither BEBR nor the Census have developed a satisfactory methodology for capturing this population statistic. The Tourist Development Council ("TDC") in St. Johns County gets its date mostly from hotels in the City of St. Augustine area: the snowbird population in this area of the county would most likely be staying not only in hotels, but also in the numerous ocean-front condos and private residences that are rented out. There are also several recreational vehicle campgrounds in the immediate vicinity that provide additional opportunities.

Staff estimates that there are approximately 80 families that homeschool their children that use the branch for literature for their curriculum. The branch is also used for those taking classes through the St. Johns County School District's virtual school. Computer use is constant but is not over capacity for the branch.

Numerous HOAs in the area seek to use the single meeting room for their regular meetings, and community space is inadequate for the demand. During the aftermath of the recent hurricanes, the branch served as a business center and a community resource for those without power or other wireless capability. The use was heavy and constant as people conducted their business, communicated with family, and filed necessary claims for storm related damage.

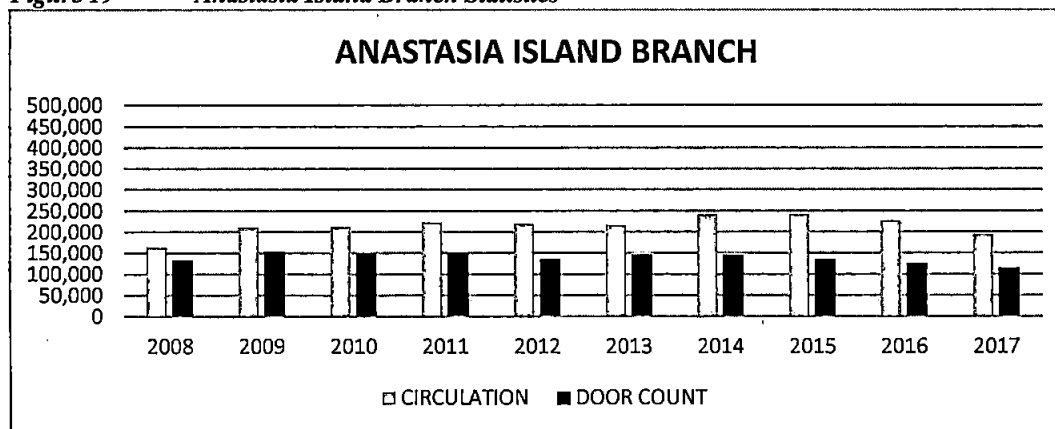
Statistics

The branch currently has about 150 in its Friends group. They maintain a storage closet in the branch, and display books for sale in shelving and a cart in the circulation area. The annual book sales usually bring in a generous amount of money that is used to fund various programs at the branch.

38% of the population in the branch district held active Public Library cards in 2017.

The branch is currently open for 42 hours in a 5-day week.

Figure 19 *Anastasia Island Branch Statistics*



Facility

The building is well-lit and has an open and airy feeling inside. It is easily accessed from the adjacent and surrounding residential areas due to good sidewalk and bike lane connections. There is no transit stop anywhere near the library branch: the nearest one being over ½ mile away.

When it was initiated in 2007, the branch location was considered nearly unnecessary due to population and general community character. Since that time, that initial thinking has proven incorrect, and there is a tremendous community pressure on the branch. Because it is housed in a single building within a commercial enclave, there is no possibility of expanding in its current location.

The commercial enclave has had a history of vacancy as it came on line during the recession. That vacancy is disappearing, and parking pressures are beginning to appear. The parking for the entire commercial area is unreserved: the exception being handicapped spaces, and the single space in front of the branch that is reserved for those accessing the library book drop.

The meeting space is inadequate for community need, and there is little provision for reading chairs or desk space for the public at the branch. The area devoted to staff for administrative and circulation tasks is diminutive and efficiency is lost due to the crowding.

WIFI tends to be somewhat inconsistent but is considered adequate, and the number of public computers available for use is adequate. It is possible that in the near future additional computers will be needed for the teen population that uses the branch for computer access and homework.

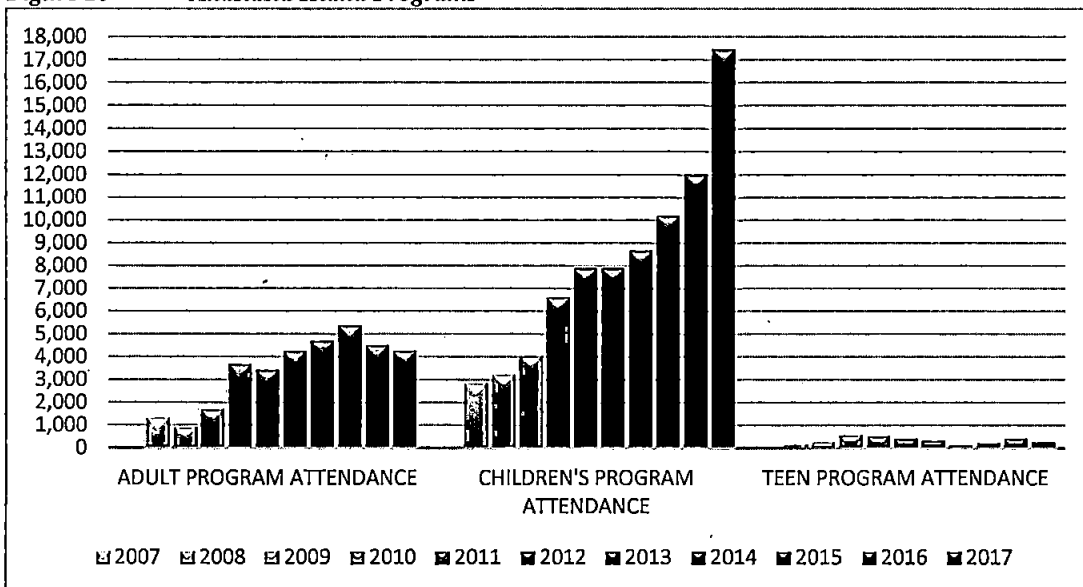
The branch has a security guard for 25 of the 42 hours it is open during the week. There is no central 'panic' button with direct dialing to the sheriff in case of an incident.

Programs

Average attendance for programs between 2008 – 2017:

Adult	28 / event
Children	42/ event
Teen	12/ event

Figure 20 *Anastasia Island Programs*



G. BOOKMOBILE

According to information from the SJCPLS Director, St. Johns County welcomed its first bookmobile in 2001. The LEO Express was purchased with LSTA grant funds and targeted the elderly and physically disabled residents of St. Johns County. In 2009, the Bluebird Express was added and provided the opportunity to serve residents of all ages countywide.

Both bookmobiles are full-service mobile libraries, primarily serving residents in outlying areas of the County, as well as residents in nursing homes, assisted living facilities, medical centers, schools, daycares, afterschool centers, and parks and recreation centers.

The SJCPLS has been utilizing 2 vehicles ever since 2009, but the original, small vehicle was replaced in 2016 with a used airport shuttle bus purchased from Nations Bus. Funding was made available for FY 2018 for a Bookmobile made specifically for the SJCPLS and got 'on the road' in late 2018.

For the next 6-8 months, SJCPLS will use the 2 newest vehicles and the Bluebird bus will be a "back up" vehicle, primarily to be used to provide limited parking lot service at the Ponte Vedra and Bartram Trails Branches while their fire sprinkler systems are replaced at the end of 2018. Once those projects are completed, the Bluebird vehicle will be considered surplus, and the SJCPLS will go back to operating only 2 bookmobiles.

As an interesting note: the Bookmobile Friends group, which has just celebrated its 10th anniversary, is the only Friends of the Bookmobile group in the State of Florida.

Statistics

Approximately 4,360 patrons were registered with the Bookmobile service in 2017.

Figure 21 Bookmobile Statistics

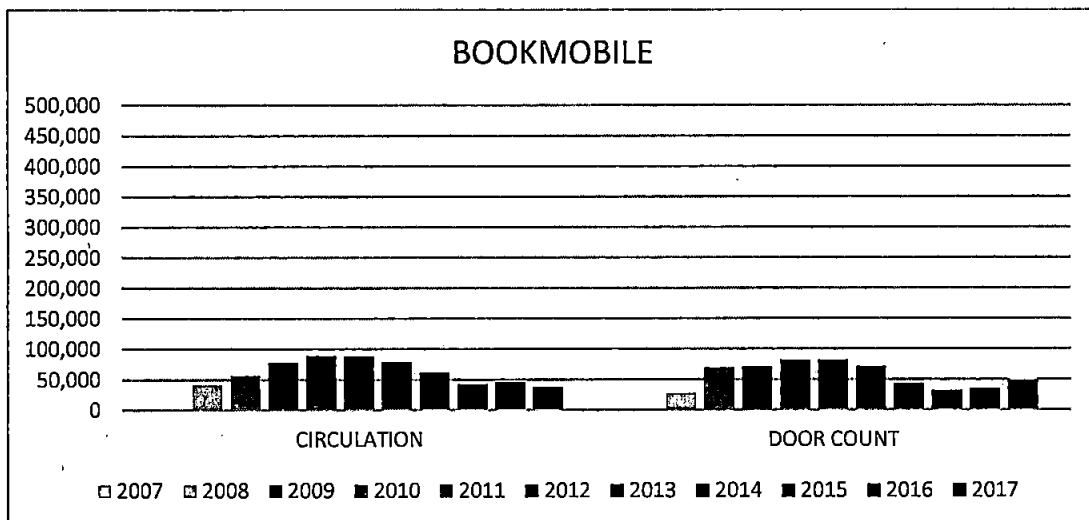
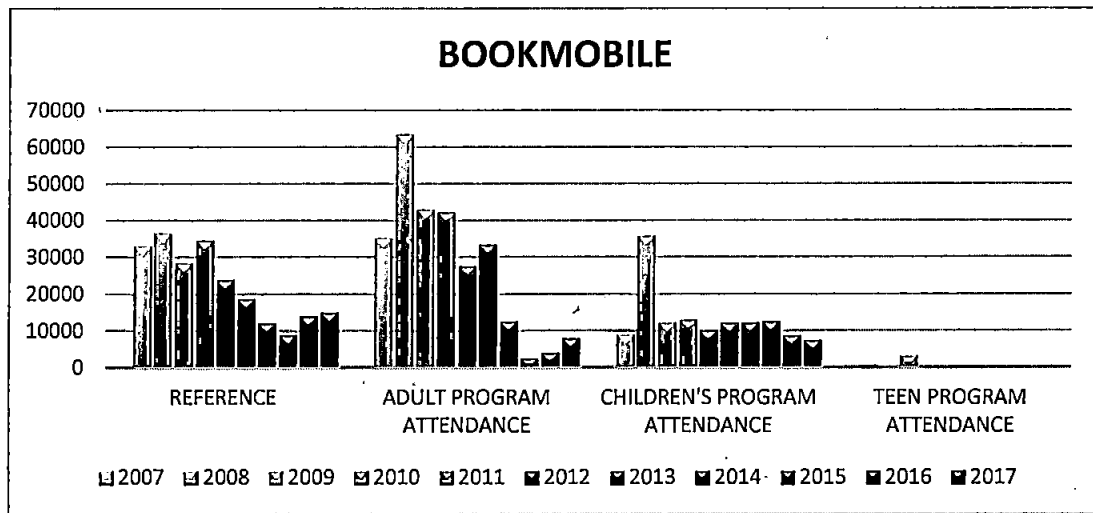


Figure 22 *Bookmobile Programs*



H. PUBLIC LIBRARY SYSTEM

All indications are that the Public Library System is efficiently run and responds appropriately to the character and indicated wants and needs of the community. The administrative hierarchy, as shown on the Organizational Chart (Appendix 7) reflects a lean organization that accomplishes its goals well even though it is understaffed.

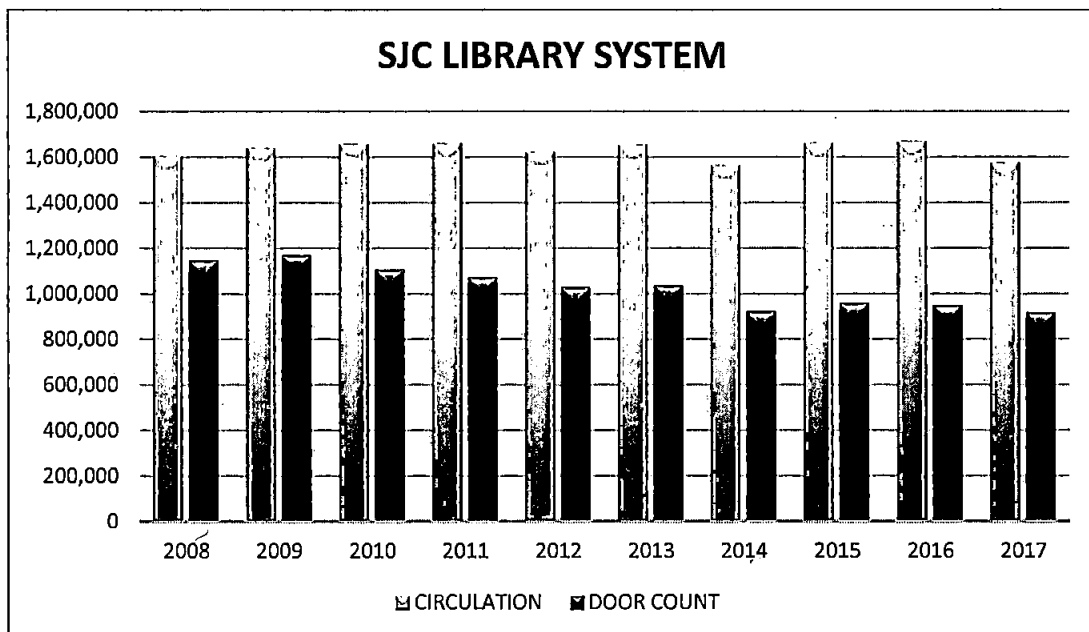
The programs are ever changing, so they will not be discussed in depth other than to recognize the tremendous importance that they play in service to the residents and taxpayers of the County.

The current director has been in place since 2008 and has built a system that has each branch fairly autonomous so that it can best respond to its clients. Library protocol, methodology and policies are followed throughout the system, and opportunities for improvement are discussed at the regularly scheduled Management Team meetings of all branch managers and the director.

Employees are currently dedicated to a single branch, and that has proven to be very effective because they become familiar with their patron and the quirks of community in which they serve. It may be with budget cuts certain employees begin to “float” between branches as needed, but such a policy would seem to diminish each employee’s effectiveness and efficiency.

A level of the organization is missing as there is no provision for an Assistant Director due to budget constraints. Adding that position would fill certain gaps and lend a cohesion to the personnel management

Figure 23 *System-wide Statistics*



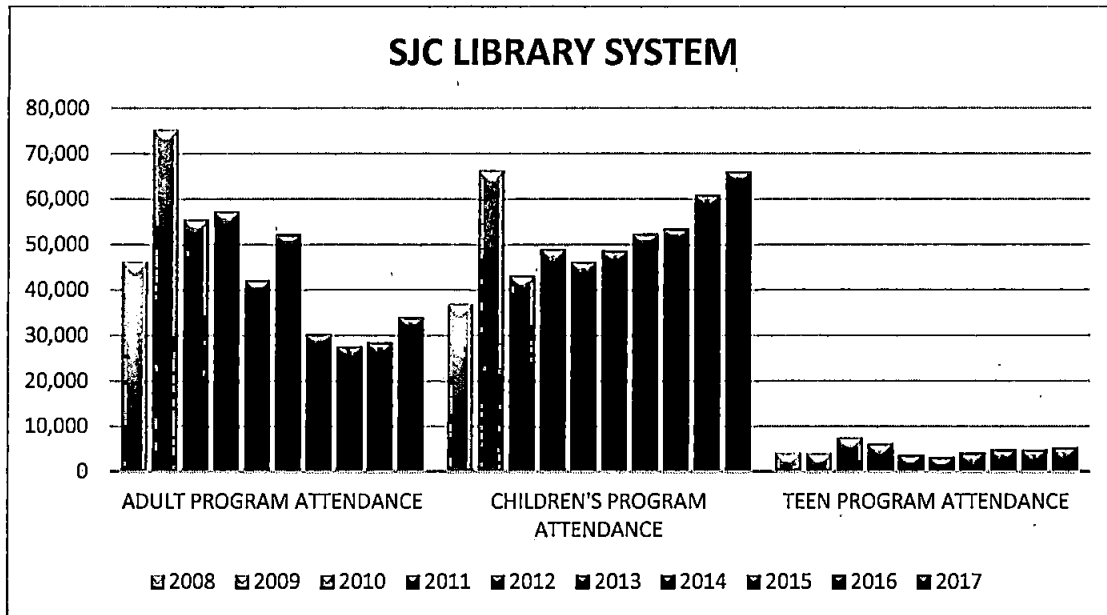
As has been mentioned, the door count at many branches has been reduced by the tremendously popular electronic collection.

Programs

Average attendance for programs between 2008 – 2017:

Adult	35 / event
Children	36 / event
Teen	14 / event

Figure 24 *System-wide Programs*



III. CONDITION OF FACILITIES

The Public Library System facilities are under the maintenance umbrella of the St. Johns County Construction Services Department. Budget policy has recently addressed needed changes in that major infrastructure improvements, maintenance or repairs are included in the Construction Services budget and no longer in the annual budget for the Public Library System. This is sensible as it allows the Construction Services and Facilities Maintenance staff to plan and forecast necessary, routine maintenance and replacement of components (i.e., A/C units, roofs) and does not put the onus on the department head to step outside her area of expertise and make decisions that only a facilities maintenance division should make.

The Construction Services department was contacted for an assessment of the condition of the facilities, and the report was very good. Below are their findings:

Table 5 **Facilities Condition**

BRANCH	BUILT	AREA (GSF)	Condition	Interior
Main	1987	15,000	Good	Good
Ponte Vedra	1993	24,800	Good	Good
Bartram Trail	1997	14,658	Good	Good
Hastings	1997	5,000	Fair	Fair
Southeast Admin.	2003	5,000	Good	Good
Southeast	2003	20,000	Good	Good
Anastasia Island	2007	8,100	Good	Good

It should be noted that the Hastings Branch library facility is in somewhat of a state of flux. In early 2018, the Town of Hastings dissolved, and all holdings were transferred to St. Johns County. The Hastings Branch Library has been housed in a portion of the old City Hall complex: a complex of buildings that are of considerable age and have faced a plethora of maintenance issues.

St. Johns County is currently evaluating the building complex as a whole for structural and environmental integrity and has not yet made a determination as to the continuation of the Hastings Branch in this location. There is a possibility the branch facilities could be expanded *in situ*, or they could be completely relocated.

It should be further noted that in every instance there is no room to expand either building footprint or parking or other facilities at any of the locations except possibly Ponte Vedra and Southeast. A review of Table 7 will show that neither of those branches is under particular quantitative strain in terms of building size or parking. All other branches are operating far beyond their recommended capacity levels.

IV. FLORIDA LIBRARY ASSOCIATION STANDARDS

The Florida Library Association has published a series of documents related to evaluation of library systems through programmatic and facilities measures. This section will primarily concern itself with the facilities standards as a beginning minimum measure of each branch's ability to effectively serve the public.

A. QUANTITATIVE ANALYSIS

Size and quantity specifications as found in *Florida Public Library Outcomes & Standards* (2015) Florida Public Library Association Standards Committee include the following:

Table 6 *Florida Library Association Standards & Best Practices- Levels of Service*

PART ONE	
	Materials Collection Size:
	up to 25,000 population = 10,000 minimum, 75,000 optimum
6-1	more than 25,000 population= 50,000 minimum
.11-7	MLS librarian @ 0.6FTE/1,000 pop served
.11-7	non-MLS @ 0.8 FTE/1,000 pop served
PART TWO	
1: PLANNING	
F 1-1	Plan for population based on 20-year growth projection
2: LOCATION & ACCESS	
F2-2	Location within 1/4 mile of fixed transportation stops
F2-3	Location within 20 minute drive time [SJC parameter= 15 minute]
3: PARKING	
F3-1	On-site spaces @ 1 space/200 GSF of building
	Employee @ 1 space / 0.75FTE
4: GROSS SQUARE FOOTAGE	
F4-1	Total GSF / capita = 0.6
6: SPATIAL ALLOCATION	
F6-1	6 public seating / 1,000 in service area
F6-6	Non-assignable @ 20-35% of GSF
9: TELECOMMUNICATIONS/ TECHNOLOGY	
F9-3	1 internet computing device / 1,000 population served
F 9-4	productivity & printing software available
F 9-5	wireless internet access w/ adequate capacity

These standards are recommendations based on Best Management Practices and are revised and updated on a regular basis. The figure for gross square feet of space per capita is considered the minimum requirement for the purposes of qualifying for a state library construction loan. The Southeast Branch, Main Library, and the Anastasia Branch libraries were constructed and a bookmobile purchased with the assistance of a state library construction loan.

The following spreadsheet shows the relevant information and analyzes conformance with Best Management Practices for library system facilities.

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Table 7 Current Conditions / 2018 BEBR

TABLE 7 CURRENT CONDITIONS / 2018 POPULATION ESTIMATE

		MAIN		ANASTASIA		SOUTHEAST		HASTINGS		BARTRAM		PONTE VEDRA	
		service pop.	57,965	service pop.	28,453	service pop.	28,478	service pop.	7,585	service pop.	68,549	service pop.	47,712
		GSF	15,000	GSF	8,100	GSF***	20,000	GSF	5,000	GSF	14,658	GSF	24,800
		standards	current	standards	current	standards	current	standards	current	standards	current	standards	current
PART ONE													
6-1	Materials Collection Size:												
	up to 25,000 population = 10,000 minimum, 75,000 optimum												
	more than 25,000 population= 50,000 minimum												
.11-7	MLS librarian @ 0.6FTE/1,000 pop served	34.8	35	17.1	30	17.1	30	4.6	20	41.1	40	28.6	30
.11-7	non-MLS @ 0.8 FTE/1,000 pop served	46.4	98	22.8	57	22.8	51	6.1	27	54.8	72	38.2	79
PART TWO													
1: PLANNING													
F 1-1	Plan for population based on 20 year growth projection												
2: LOCATION & ACCESS													
F2-2	Location within 1/4 mile of fixed transportation stops												
F2-3	Location within 20 minutes drive time												
3: PARKING													
F3-1	On-site spaces @ 1 space/200 GSF of building	75	shared	41	shared	100	96	25	19	73	64	124	87
	Employee @ 1 space / 0.75FTE	18	11	12	6	15	19	6	0	15	4	15	7
4: GROSS SQUARE FOOTAGE													
F4-1 **	Total GSF / capita = 0.6- "Current" shown as delta	34,779	(02,579)	17,072	(3,972)	17,087		4,551		41,129	(26,471)	28,627	(3,827)
6: SPATIAL ALLOCATION													
F6-1	6 public seating / 1,000 in service area	348	57	171	62	171	112	46	75	411	96	286	173
F6-6	Non-assignable @ 20-35% of GSF												
9: TELECOMMUNICATIONS/ TECHNOLOGY													
F9-3	1 internet computing device / 1,000 population served	58	50	28	16	28	25	8	18	69	13	48	17
F 9-4	productivity & printing software available												
F 9-5	wireless internet access w/ adequate capacity												

 Does not meet State standards

 Meets or exceeds State standards

Size and quantity specifications as found in *Florida Public Library Outcomes & Standards 2015* Florida Public Library Association Standards Committee

Branch Stats Comparison 2008-2017 as compiled by the St. Johns County Public Library System

*** Southeast Branch GSF = 25,000SF, but only 20,000 of that is for library space: the rest houses Library Administration offices

** 0.6 sf/capita is the State Construction grant standard

In summary, Table 7 reflects the quantitative state of the current public library system: it is staffed below Best Management Practice levels; the majority of the branches are undersized for the population that they serve; there is inadequate public meeting space; and the number and location of branches is inadequate to answer accessibility service area indicators.

The implications to the St. Johns County Public Library System of these shortfalls is the exposure to potential loss of funding opportunities from State and Federal sources. An additional, more hidden but very important effect is the tremendous cost of the stress to, and burden upon the staff of trying to compensate for inadequate levels of personpower. The implication to the residents and taxpayers of St. Johns County is having an unacceptable Level of Service ("LOS"); inaccessibility of library facilities and programs by various segments of the population; infrastructure that is exposed to excessive levels of wear and tear (thereby necessitating more frequent expenditures for Operation & Maintenance ("O&M")); lack of public meeting and public awareness program space; and general degradation of this public service.

B. OUTCOMES AND STANDARDS 2015

The Florida Public Library Association also considers the programmatic, planning, resource and community interface elements in developing a Best Management strategy. Rather than paraphrase this work and perhaps lose some of the depth and breadth of it, below is an excerpt from Outcomes and Standards for Florida Public Libraries (2015) published by the Florida Library Association. The reason that it is included verbatim in this study is to inform as to the expectations of the State of Florida for its public library systems, and to allow those not intimately familiar with the workings and staff goals and involvement to better understand the concept of a public library as an important and integral component of an overall community character, and not simply a place for books to be stored.

Table 9 **Standards for Florida Public Libraries (2015)**

PART ONE: PUBLIC LIBRARY CUSTOMER AND COMMUNITY OUTCOMES ACHIEVED THROUGH STANDARDS FOR ACTION

CUSTOMER CENTERED ORGANIZATION

Outcome 1: The community views the library as a transparent, responsive organization focused on customer needs and convenience.

1.1 Library long-range and annual plans of service, a requirement for participation in the State Aid to Libraries Program, are based on community needs. Section 257.17, Florida Statutes.

1.2 Community opinion regarding service needs, quality, and extent is sought at least once every five years from community members and library partners through a formal needs assessment process such as surveys or focus groups.

1.3 Library managers and staff continuously engage community members in informal discussions of their needs and interests and library plans for the future.

1.4 Community representatives participate in services and facilities planning processes.

1.5 Library planning documents are available to the public in multiple formats, including those needed by people with disabilities (on request), and on the library website.

1.6 Library operating and capital budgets operated and/or funded by municipal or county governments are available to the public through the governing body

1.7 High priority audiences in the community are identified as part of services and facilities planning.

1.8 Library administration maintains awareness of community needs through participation in local civic organizations, attendance at governing body meetings, and other related activities and uses this information to align library services with community needs.

Outcome 2: Library customers have a high level of satisfaction with services.

- 2.1 Customer service values and customer engagement practices are established to ensure consistent, high quality service at each library location.*
- 2.2 The library implements a communications plan in multiple formats, and appropriate for people with disabilities, for accessing public opinion and concerns. This plan includes provision for feedback to the public and adjustments to service delivery as needed.*
- 2.3 The library conducts regular customer satisfaction surveys.*

COMMUNITY COLLABORATOR

Outcome 3: Community members benefit from the library's collaboration with, and staff members' involvement with, community organizations.

- 3.1 With the support of its governing body, the library builds strategic relationships with community partners to maximize resources and services.*
- 3.2 Library staff participate in and assume leadership roles in community organizations with encouragement and support in these activities by library administration and the library's governing body.*

Outcome 4: The community recognizes the library as cultural capital, a symbol of civic pride and as an integral part of the community.

- 4.1 The library provides at a minimum, basic services related to the mission of all public libraries. This includes lending, information, research, public space, internet access, personal computing application services, classes, workshops, seminars and events, as part of its educational curriculum representing the wide range of interests found in the community that expose the community to new concepts and experiences.*
- 4.2 The library provides forums for discussion of community issues.*
- 4.3 The library provides opportunities for civic engagement.*
- 4.4 The library provides access to library facilities for cultural and community activities.*
- 4.5 Library staff participate in community events and activities to acquaint citizens with library services, staff and facilities.*

Outcome 5: Library customers and the community benefit from the work of dedicated library volunteers.

- 5.1 Written volunteer policies and procedures direct the work of volunteers and establish a process for recruitment, orientation, training, evaluation and recognition.*
- 5.2 The library actively recruits volunteers who can enhance library services, classes, workshops, seminars and events.*

ACCESS POINT

Outcome 6: The community recognizes that free library service is essential.

- 6.1 The library provides the tax supported lending of library materials for circulation and in-house use and the provision of reference and information services as required by Section 257.25, Florida Statutes.*
- 6.2 The library offers tax supported access to a variety of other services, including but not limited to public space, public programs, and public access to the Internet and personal computing applications.*

Outcome 7: Library customers are satisfied with their access to technology-related services.

- 7.1 The library provides technology-related services and equipment to address community priorities and to help library customers achieve personal goals.*
- 7.2 The library's website is a virtual extension of online library services available at all times. Through the website customers are able to access their accounts and other online services, as well as connections to resources beyond the website.*
- 7.3 Access to the library's Internet via wireless connection is available at all times, including access outside on library property during hours when the library building is closed.*

7.4 The library keeps pace with evolving standards on access to public computing resources and online resources.

7.5 The library provides access to current and emerging technology tools and applications.

7.6 The library updates existing devices and/or purchases new hardware so customers may access newer software.

Outcome 8: Community members use the library in person.

8.1 Library outlets are located within a reasonable distance within the community of residents served. No single standard possible as "reasonableness" will be different based on rural/urban, access to public transport, etc.

8.2 Library operating hours are based on the specific needs of the community served.

8.3 The library is open to the public on a fixed schedule which is posted at the entrance to library facilities and on the library's website.

8.4 All basic library services are available during operating hours.

8.5 The library curriculum offers classes, workshops, seminars and events for all ages that reflect the diverse needs and interests of the community.

8.6 Outreach services are provided to individuals and groups that cannot get to library facilities.

Outcome 9: Non-English speakers and persons with disabilities can use library services.

9.1 The library provides web pages, registration and use documents, promotional materials, and programs in languages representative of the local community.

9.2 The library provides way-finding signage in languages representative of the local community.

9.3 Library management and supervisors seek to employ in public service positions individuals who speak languages representative of the local community.

9.4 Library staff assures access for people with disabilities in accordance with the most current regulations of the Americans with Disabilities Act.

CENTER OF KNOWLEDGE, EDUCATION AND LIFELONG LEARNING

Outcome 10: Community members have a library materials collection that meets their information, educational and lifelong learning needs.

10.1 The library obtains, organizes and makes conveniently available a collection of materials for loan and in-library use that is of sufficient size and timely informative value to meet the community's need for knowledge, education and lifelong learning and is selected based on community interests, educational levels, population size and other demographics.

10.2 Library materials reflect the diversity of the community served by the library and reflect the widest possible range of viewpoints, opinions and ideas.

10.3 Library materials are available in convenient forms, including print, nonprint and digital.

10.4 Expenditures on materials in all formats are between ten and fifteen percent of the library's operating budget and purchases of new materials are made based on a collection management plan.

10.5 The library orders, at regular intervals throughout the year, new materials to ensure the public has access to steady flow of new items.

10.6 The library periodically evaluates its collection to determine strengths and weaknesses and acts on that information to make improvements.

10.7 The library provides information about the physical location of materials through up-to-date signage.

10.8 Library resources are promoted through classes, workshops, seminars, activities and events held at the library and off-site locations.

Outcome 11: Library customers have confidence in the accuracy of the information they receive from professional librarians and library staff members.

11.1 Professional librarians and Library staff members have the level of technical expertise, education and training necessary to demonstrate all library resources and the ability to troubleshoot common customer technology problems.

11.2 Through new employee orientation and ongoing, planned staff training, the library ensures all staff members understand policies and procedures.

11.3 The library has at least one full-time librarian, holding a Master's degree in library and information science from an ALA accredited university, at each library outlet (open for 40 hours or more per week). This librarian is educated in providing information services and computer customer support and can accurately and efficiently answer customer questions.

11.4 Staff members providing public service can successfully answer library customers' technology-related questions.

11.5 Stationary service points in library public areas are staffed at all times.

11.6 Staffing of the facility should be based at the minimum on the following set of factors: population served, yearly attendance figures, hours open per week, size and makeup of the facility (i.e. number of floors, service points) and type of work or service being offered. No facility should have any employee working alone in a building. A minimum of three staff members for a single-story facility is required.

11.7 Professional librarians (MLS, from an ALA accredited university) should maintain a minimum staffing allocation of .6 FTE per 1,000 population served. Staff members who do not hold an MLS degree should maintain a minimum allocation of .8 FTE per 1,000.

Outcome 12: Community members know how to find the specific types of information they need.

12.1 The library provides individual and group instruction on accessing information available through library resources and its educational curriculum.

Outcome 13: The community uses the library as a workplace for research, work and creativity.

13.1 Public and private work spaces where people can conduct research are available in the library.

13.2 The library offers materials and equipment for creative expression and production.

13.3 The library provides consistent, high quality and sustainable broadband connectivity.

13.4 The library offers adequate floor space for public computer workstations and for use of technology brought into the library by customers.

POPULAR CULTURE AND CIVIC ENGAGEMENT COMMUNITY CENTER

Outcome 14: The community perceives the library as a place for community members to gather, and a resource for popular culture activities.

14.1 The library functions as a community center by providing social, cultural, and civic programs based on community needs and interests.

14.2 The library provides other organizations and groups access to its facilities for cultural presentations and community activities.

14.3 Gathering spaces in a variety of configurations and sizes are available in library facilities.

Outcome 15: Library customers find increased personal enjoyment in reading, listening and viewing.

15.1 Standards 10.1 through 10.8 also apply to the library's popular materials collection.

15.2 Standards 11.1, 11.2 and 11.5 also apply to this Outcome.

15.3 The library offers a well-developed readers' advisory service.

15.4 Staff members providing public service can successfully assist library customers' in finding popular reading, listening and viewing materials.

Outcome 16: People who attend library provided classes, workshops, seminars and events enjoy them.

16.1 Library classes, workshops, seminars and events for all ages are used to introduce the library's resources, increase awareness of library services, to provide the public with opportunities for lifelong learning enjoyment of popular culture, and to provide a neutral public forum for the debate of issues.

16.2 Library programs are equally open to all and offered at times of day and days of the week that meet community needs.

16.3 Library programs are held in locations accessible to all and adaptive equipment and services are provided as needed.

16.4 The library acknowledges and respects the community's cultural diversity as programs are planned and presented.

16.5 The library collaborates with other community organizations, educational institutions and local government to provide programs.

E-GOVERNMENT AND ECONOMIC DEVELOPMENT

Outcome 17: Customers are able to successfully access and use e-government services.

17.1 The library offers access to technology that connects library customers to government resources at the city, county, state, and federal level.

17.2 Library staff members assisting people with e-government needs are educated in the use of government websites, forms and application systems used by community members.

Outcome 18: Job-seekers improve their computing and technology-use skills.

18.1 The library offers a curriculum that provides individual assistance and group classes with the goal of increasing job-seekers level of digital literacy. Classes include focusing on computer software local employers require of job applicants.

18.2 The library offers technology resources to help job-seekers improve their skills.

18.3 Libraries make strategic decisions about services based on community priorities, to assure that all residents have access to the Internet to support workforce development.

18.4 The library seeks out and forms partnerships with individuals or organizations to assist in the provision of specialized technology and technology training.

18.5 The library identifies and provides information on training and educational resources not available in the library.

Outcome 19: Community members who attend library job search and career development classes, workshops, seminars and events feel more confident about the job search process.

19.1 The library offers resources in print, non-print and via the web about job searching, resume development, software applications, career development and associated topics.

19.2 The library and its business partners offer a curriculum of classes/workshops on job search and career development.

19.3 Library staff conduct targeted outreach to the unemployed and underemployed.

Outcome 20: Business community members achieve increased business success through the use of library resources and services and attendance at classes, workshops, seminars and events.

20.1 The library provides specialized information to the business community.

20.2 The library uses surveys and in-person meetings to assess the local business community's information and learning needs.

20.3 Library staff members providing services to the business community receive training on business resources.

20.4 Libraries serve as the epicenter and catalytic component in communities that lack business development resources.

20.5 Library staff providing services to the business community are active in business-related organizations and events and in-service groups composed primarily of business people. Costs for this activity are paid by the library.

Outcome 21: Entrepreneurs who attend library business planning workshops and use the library's business-related resources experience reduced barriers and costs in establishing their businesses.

21.1 The library seeks out and forms partnerships with experts or organizations to assist in the provision of specialized business planning workshops.

21.2 The library develops and circulates start-up resource packets or kits for prospective entrepreneurs.

CENTER FOR CHILD AND TEEN LITERACY DEVELOPMENT

Outcome 22: Children, teens and their parents/caregivers are very satisfied with the assistance they receive from library staff providing these services.

22.1 The Manager / Supervisor / Coordinator of services for children has a Master's degree from an ALA-accredited graduate school.

22.2 All librarians with Master's degrees from an ALA-accredited graduate school and who serve children and/or teens as their main responsibility, achieve and practice accepted, published professional competencies.

Outcome 23: Children, their parents/caregivers and teens are satisfied with library resources and materials as well as with the security of the library's child/teen areas.

23.1 Children and teen spaces are separated from adult spaces and from each other.

23.2 The library offers materials in current formats and shelved in separate collections for reading, viewing and listening by children and teens.

23.3 Collections of materials for children and teens are organized and shelved separately from adult collections.

23.4 Computers with Internet access are available for the exclusive use of children.

Outcome 24: Children who participate in early literacy classes* and events increase their early literacy skills.

24.1 Library curriculum for early literacy classes and events are planned and presented based on the ages and developmental needs of the children in the community.

24.2 Library early literacy classes and events are planned, scheduled and presented with an effort to overcome barriers to access such as day and time, location, language, social, economic and educational barriers.

24.3 Library early literacy classes and events use library materials and presentation techniques sensitive to gender, culture and racial bias.

24.4 Library early literacy classes and events are available at locations other than library facilities as indicated by community needs, including classes and workshops for parents, individuals, child care workers, and agencies providing childcare and services to children.

**Early Literacy classes include traditional story times and other events for pre-K age children*

Outcome 25: Children and teens who participate in library enrichment and educational classes, events and activities increase their motivation to read, enjoyment of reading and maintain or improve reading skills.

25.1 The library fosters in children and teens a love of reading and encourages them to become lifelong library customers by providing library enrichment and educational classes and events as well as summer reading programs and services.

25.2 Library reading events are presented at a time convenient to children and teens and their parents or guardians.

25.3 Library reading programs encourage and motivate participants to engage in independent reading and reading for fun.

25.4 The library establishes community partnerships with agencies providing childcare and, with professionals in the community who work with children and teens to expand access to reading programs, and to reduce barriers to access.

25.5 The library avoids commercial promotion of companies sponsoring reading activities other than use of the company's logo and name in advertising, media releases and other related printed and online material. Donations of funds or in-kind items are recognized.

Outcome 26: Children and teens increase their knowledge by participating in library provided or sponsored programs and services.

26.1 The library offers learning opportunities for children and teens that use experiential, hands-on activities.

26.2 The library provides classes, workshops, events and services supporting and promoting science, technology, engineering, math (STEM), and art (STEAM).

26.3 Library staff responsible for planning and presenting classes, workshops, events and services involving STEM and STEAM concepts have opportunities to learn the skills and competencies needed.

26.4 The library forms community partnerships that enhance learning-related classes, workshops, and events and services.

Outcome 27: Teens perceive the library as a place to learn and enjoy themselves, use their creative skills and participate in teen-specific classes, workshops, events and services.

27.1 Library staff members who provide services for teens are selected for their ability to relate to, and communicate with, this age group.

27.2 The library encourages teens to use its material collections, participate in library activities, and join teen advisory groups so they can be involved in planning events and services.

27.3 Programs and services for teens are planned, scheduled and presented with an effort to overcome barriers to access such as day and time, location, language and social, economic and educational barriers.

27.4 Teen activities are presented using materials and techniques that are free from gender, cultural and racial bias.

SUSTAINABLE ORGANIZATION

Outcome 28: Community members have confidence in the library's governing and/or advisory board and in the library's strategic and long-term planning.

28.1 The library's governing/advisory board is informed of library classes, workshops, seminars, events and services, and all important issues facing the library.

28.2 Current library financial and statistical reports are regularly reviewed by the library's governing/advisory board.

28.3 The library's governing/advisory board monitors statutory changes, court decisions and legislation related to library operations.

28.4 Changes in library policies affecting community members' use of the library are reviewed and endorsed by the library's governing/advisory board on a regular basis, particularly those that reflect statutory changes, court decisions and legislation.

28.5 The library clarifies and communicates core values for the organization as a foundation for strategic planning.

28.6 The library develops a long-range plan and an annual plan of service, as required for participation in the Florida State Aid to Libraries Program. Section 257.17(2)(e), Florida Statutes.

28.7 Library management and staff are proactive in their application of sustainable thinking in the areas of facilities design, operations, technology, curriculum, programming and partnerships.

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Outcome 29: Community members are confident that library funds are being used responsibly.

29.1 Library budgets are posted and accessible to the public.

29.2 Financial statements are an agenda item at library governing/advisory board meetings.

29.3 Libraries meet requirements of Section 257, Florida Statutes regarding eligibility for various state grants.

Outcome 30: Community members are aware of the library's value to them as an integral part of the life of the community.

30.1 Library policies are inclusive of customer input and free from unnecessary barriers to service.

30.2 Library policies are reviewed at least once every three years to ensure they are aligned with customer and community needs.

30.3 The library communicates its return on investment (ROI) to the community, governing boards and stakeholders.

30.4 The library seeks out and builds strategic partnerships to create a successful and sustainable organization.

Outcome 31: People in the library's service area value professional management at their library.

31.1 The library is operated under an administrative head who is an employee of the administrative unit eligible for the State Aid to Libraries Program. Section 257.17(2)(a), Florida Statutes.

31.2 The library's administrative head has completed a library education program accredited by ALA and has at least two 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. Section 257.17(2)(a), Florida Statutes.

Outcome 32: Customers rate service received from library staff as good or better.

32.1 The library is staffed with an appropriate number of professional librarians (Master's degree in library and information science from a university program accredited by ALA - <http://www.ala.org/accreditedprograms/>) and Taxpayer Return on Investment in Florida Public Libraries 2013 reports on a study of statewide ROI. A Library Use Value Calculator developed by the Maine State Library allows libraries to individualize a value for services. The library is physically accessible to all people and meets the requirements of the Americans with Disabilities Act (ADA), as published in the Code of Federal Regulations, the Florida Building Code and any applicable local standards. PART 2: Customer Focused Public Library Facilities Page | 25 other trained individuals to provide high quality service to the public. Specific numbers are detailed in sections 11.6 and 11.7.

32.2 The library employs professional librarians to oversee specialized programs and services for youth and adults.

32.3 The library employs sufficient information technology personnel to administer and maintain technologies needed and used by the public and the library.

32.4 The library has a designated staff member to coordinate public relations activities within the library and between the library and other local agencies.

32.5 Staff compensation is regionally competitive and comparable to that of other staff within the purview of the library's governing body that has the same level of authority and responsibility. Situation in which the library is independently governed, comparisons with local public-sector positions of similar authority and responsibility are used to set compensation levels.

Source: Florida Public Library Outcomes & Standards 2015 Florida Public Library Association Standards Committee

The Florida Library Association provides the above in an Outcomes survey that allows a library system to review its policies, programs and goals and to consider how well that system is meeting the standards listed above. The survey was given to all branch managers for review of their branch. If a standard is considered to be met, a score of "1" is achieved. Meeting all standards would achieve a score of 132. The responses

from all branches as well as a review of the overall SJCPLS by the Director shows a high level of achievement, with the principal drawback being a shortage of staff that does not allow some of the community interaction that is recommended. Further, certain standards (e.g.13.2) are not met due to budget constraints, while others (e.g.7.6) are met by the Friends of the Library groups.

Table 10 **Branch Outcomes Scoring**

BRANCH	SCORE
Main Library	105
Ponte Vedra Branch	120
Bartram Trail Branch	112
Hastings Branch	117
Southeast Branch	98
Anastasia Island Branch	115
Overall SJCPLS	130

Overall the standards that were considered 'not met', and the reasons for not meeting them were primarily:

- Budget constraints
- Alternative to County funding (e.g. Friends groups)
- Insufficient staff
- Not applicable to the particular branch
- Insufficient space

One thing that the survey made very clear (which is discussed in more depth in *Section II Branch Discussion* of this Part Two) is that each branch responds specifically to the unique character of its community. Some programs or standards that apply at one branch may be a waste of resource or time at another. A review of the survey responses makes it clear that the variation is due more to the community character than it is to any shortcoming at any particular branch.

As always, a rating for an entire system must ignore the idiosyncrasies of sub-parts (communities) and look to the system as a whole: but this makes the survey somewhat inadequate for understanding the performance of individual branches. The score that is most indicative of the system as a whole is the Overall SJCPLS score- and it is excellent.

V. PUBLIC OUTREACH

Because the Public Library System exists to serve its patrons, it is important to make every attempt to obtain a good cross-section of public opinion. This phase of public outreach concerns itself with Current System Conditions only: public workshops will gather vision input.

A public opinion survey was developed with the assistance of the Northeast Florida Library Information Network ("NEFLIN") and hosted by them on the internet. Notice of the survey was disseminated through the SJCPLS electronic newsletter, outreach to the HOA members of the SJC Civic Association, notices sent to media outlets by the County media specialists, slips included in library books being checked out, and public computers at the branches made available to take the survey while visiting the branch. The survey was available to the public for four months.

The survey gathered not only public opinion but also certain demographic information that can be used in database format to garner additional insight. For instance, all responses related to a certain branch can be collated and the input as to the perception of the facilities environment of that branch examined.

The response to the survey was very good and is considered statistically sound for the population base. A total of 4,703 people took the survey, although the number answering each question varied somewhat. As a note, anyone attempting to take the survey who checked the box indicating that they were below eighteen years of age was taken directly to the end of the survey and was not able to answer any of the questions.

In general, the public perception of the system is favorable, and patrons use a wide variety of the services available. It is interesting to note that many of the visits to the library are generated by public information or community-based meetings. The Florida Library Association Standards for Action put a great deal of emphasis on the importance of the library in the fabric of the community as a source not only for educational materials, but also as a location for community-based activity.

Although St. Johns County does not define a Library System as an Essential Public Service, it is clear from the results of the survey that the residents of St. Johns County do consider their Public Library System as an Essential component in the public services provided by the county government.

A synopsis of the survey results follows as Table 11. A full copy of the survey results is included in the Appendix.

MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

Table 11 **Public Outreach Survey Results**

TOTAL RESPONSES	4,703	
SJC Resident		97%
Outside City limits		75%
	32082	17%
	32080	15%
Top Responses by Zip	32084	13%
Code	32259	16%
	32086	13%
	32092	10%
Registered Voter		95%
Most visited Branch	Ponte Vedra	26%
	Main	23%
Access by car		93%
Website awareness		92%
Website uses in 12 mos.	11 - 50	38%
Library Visits		
	Check out book	23%
	Read	12%
	Download E-book	9%
	Attended program	10%
	Community meeting	6%
	Volunteer for SJCPLS	58%
	Continue learning	46%
	Brought a child to read	51%
Importance of Library for information		
	Important	50%
	Essential	34%
Should libraries be free of charge		
	Absolutely	90%
Importance for Community		
	Essential	85%
Nature of Library System		
	Essential Service	90%
	Cultural Amenity	8%
Number of Branches		
	Adequate	37%
	More needed	32%
Employment Status		
	Retired	44%
Household Income		
	\$75,001 - \$150,000	28%
Education Level		
	College- Undergrad	45%
	Graduate degree	37%

Note: See Appendix 4 for Zip Code Zones

VI. CONCLUSIONS : CURRENT STATE OF THE SYSTEM

A. MASTER PLANS

The initiative taken by the St. Johns County Board of County Commissioners in 1977 to create the free Public Library System showed foresight and dedication to the betterment of the citizens and taxpayers of the county. That dedication was continued when, in 1983, the Commission recognized the need to move the Library System forward in an orderly and well-planned manner.

The 1983 study, *A Plan for the 1980's, Improved Public Library Service for St. Johns County, A Study with Recommendations* (the "Waters Study") set the tone for the foundation of the system, and laid the groundwork for future planning efforts.

The Master Plans done in 1998-1999 followed much the same format as the initial study; recognizing the importance of population centers and how those centers would likely expand along transportation corridors. This series of plans also formulated a process for determination of need for a new branch, and criteria for location of such a new facility. A need was recognized, at this time, for additional branches, and the recommendation to begin the planning process for those facilities was given.

In 2006 an update to the Master Plan was performed by the Library System staff with the intention of pointing out the shortfall in library system facilities at that time, according to Best Management Practices and Standards given by the Florida Library Association.

A Long-Range plan is limited by the data that is available to be studied. It is also limited by the impossibility of foreseeing the future and how something completely unconsidered, such as a new interstate, can change the landscape of the community in dramatic ways. Nonetheless, a conservative analysis of existing credible data, a review of the timelines of that data, and a well-considered comparison of existing facilities against accepted standards can certainly reveal a direction in which the Library System should begin to move.

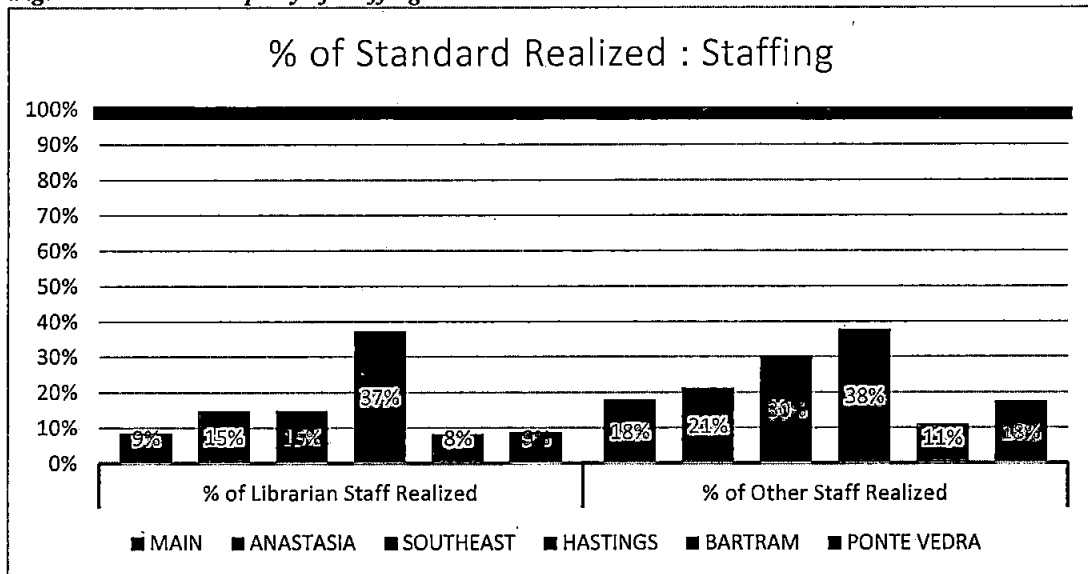
All of the past Master Plans prepared for the St. Johns County Library System have the following points in common:

- The public library system is an important component of the overall welfare of the community.
- Library branches must be well-sited so that they are within a convenient commute time / distance for patrons.
- The system should be expanded as population increases and new population patterns emerge.
- The public library system as a whole must address the needs of all members of the community regardless of age or education level.
- Periodic review of the system and facilities is beneficial to the overall sustainability of the public service.

B. STANDARDS SUFFICIENCY

The sufficiency of the facilities, when measured against the Florida Library Association Standards for Best Management Practices, fall far short. The following charts are a visual representation of the information in Table 7 which is based only on BEBR 2018 population projections. Any deficiencies shown in the charts below will only be exacerbated by the passing of time and are likely even more deficient as this report goes to publication.

Figure 25 *Adequacy of Staffing Levels*



Staffing levels are at the maximum level allowed by budgetary constraints.

Figure 26 *Adequacy of Branch Building Size for Population Served*

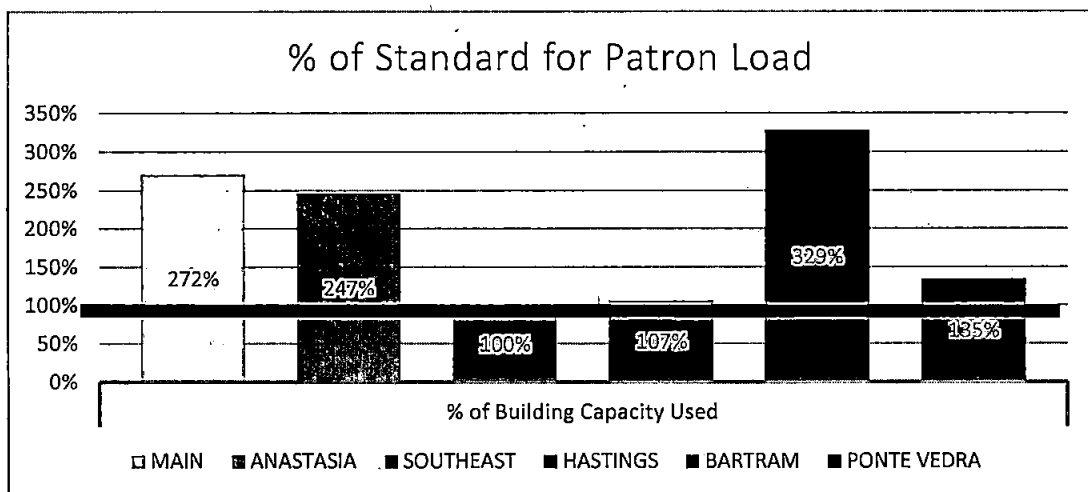
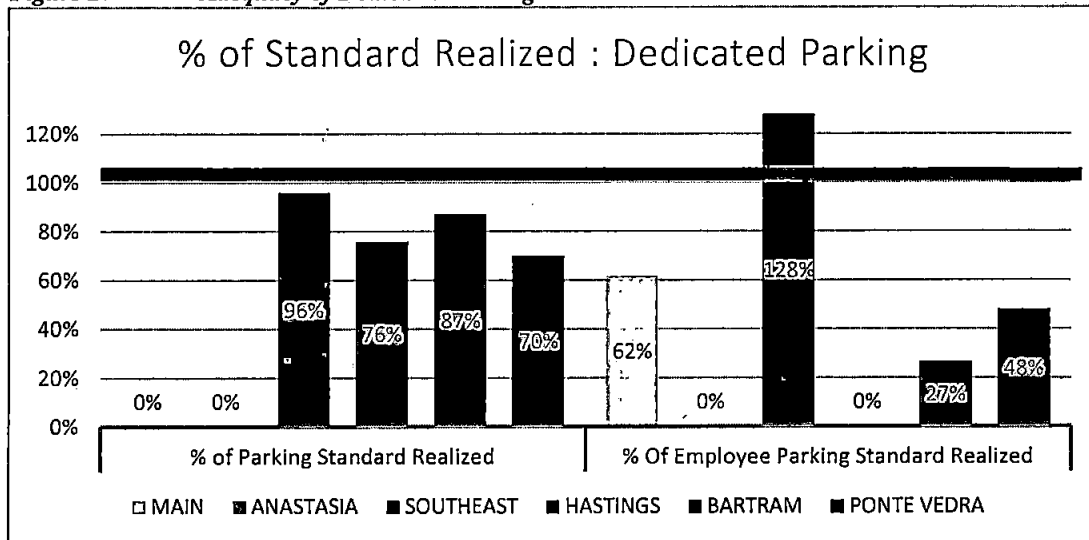
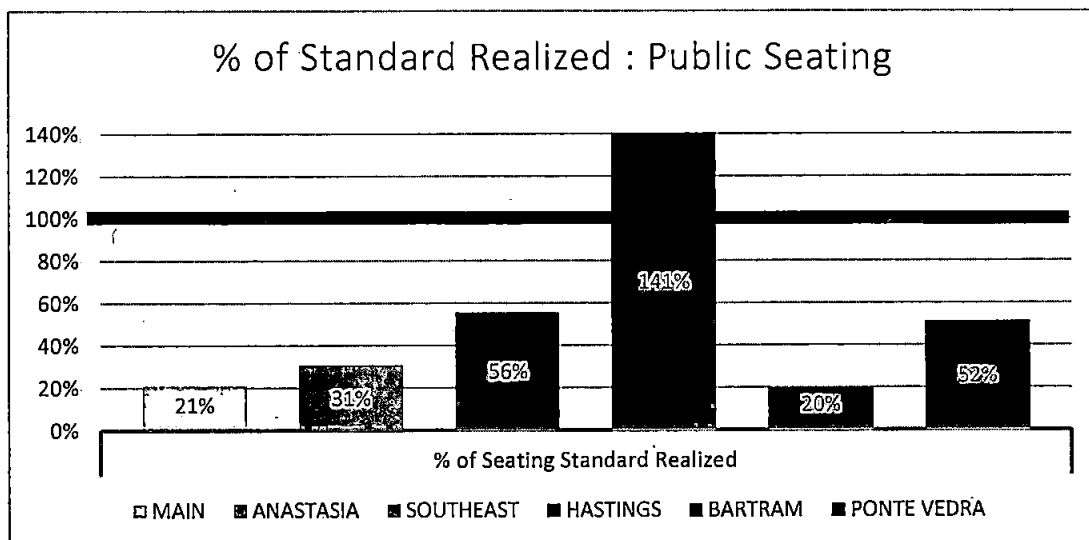


Figure 27 *Adequacy of Dedicated Parking*



As a note, there is parking available at both the Anastasia Island Branch and at Main Library, but the parking is not dedicated to the library use but shared with at least two other public or commercial uses. Hastings has an abundance of parking, but no spaces dedicated to staff.

Figure 28 *Adequacy of Public Meeting Space*



As a note, the meeting space for the Hastings Branch is of an unknown status at this time. While there is apparently more than enough seating for public meetings, it is in areas that may or may not continue to be part of the library branch.

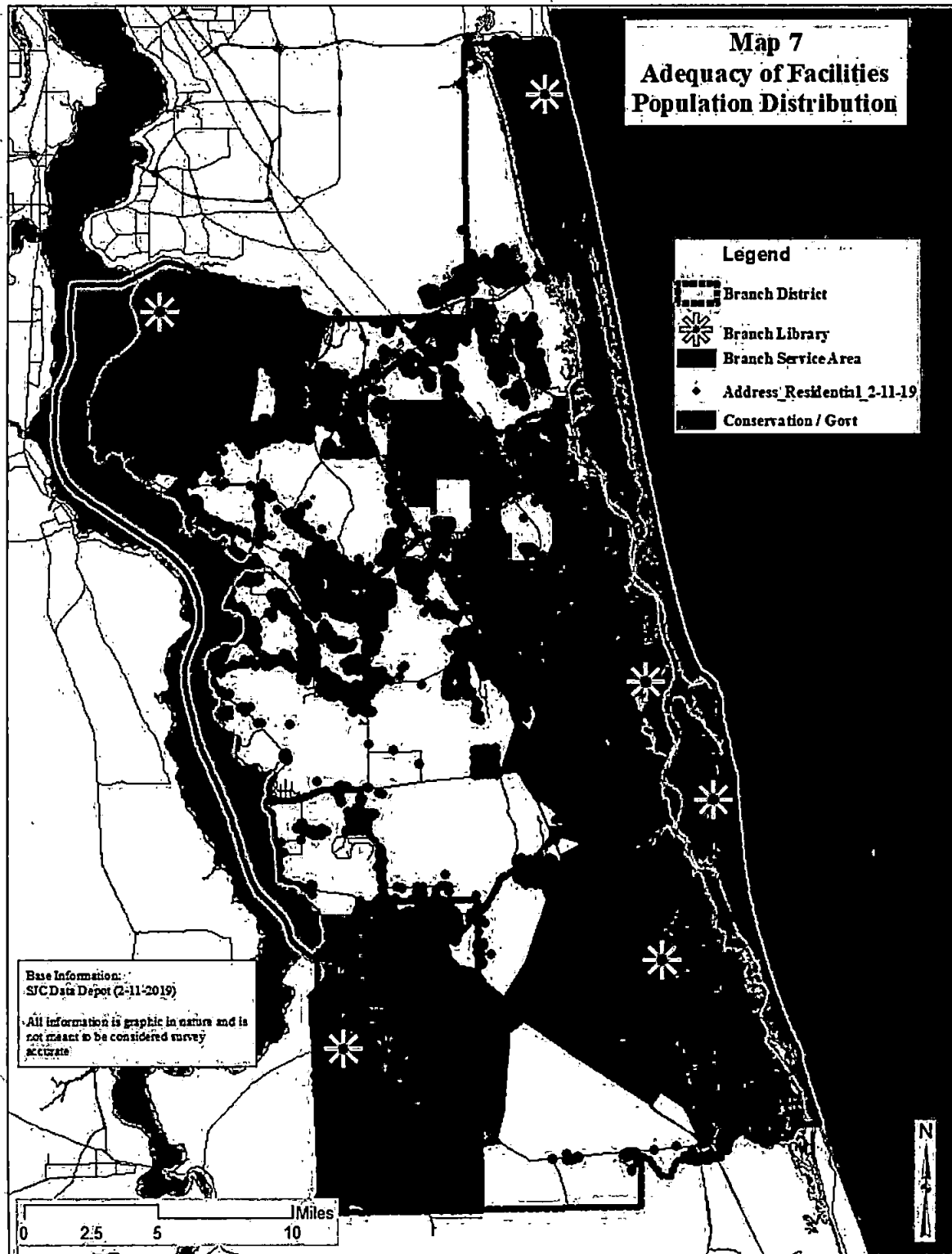
C. ADEQUACY OF FACILITIES: POPULATION DISTRIBUTION

The graphic representation shows the existing service areas (as well as the branch) as a solid dark blue area. Branch districts discussed in Section I.B are shown with a purple line. All the residential development within that area (as determined by the Address_site shapefile) is considered to be properly served. All other points are considered to be underserved; an indication that there are insufficiency facilities for the existing population.

The map is a visual representation of the information based on existing address points of residential development (source: SJC GIS Address_Site point shapefile updated 2-11-2019).

Any deficiencies shown in the graphic will only be exacerbated by the passing of time and are likely even more deficient as this report goes to publication.

Map 7 Adequacy of Facilities: Population Distribution



D. SUMMARY

It was determined in the early 1970s that a public library system was desirable and necessary for the welfare and benefit of the residents of St. Johns County. Further, it was determined that such a system should be made available to the public free of charge in order to insure environmental justice to all segments of the population.

Provision was made for Master Plans to be developed periodically to analyze the long-range sustainability of the free public library system. The Master Plans that have been prepared in the past have drawn the same conclusions in spite of the fact that mapping and census data was not as readily available or as sophisticated as it is currently. The conclusions drawn were that the governing body of the county should make an active plan for the expansion of the library system in accordance with the growing population.

The early 2000s saw the county take active steps to provide an adequate free public library system with the addition of two new branches: Southeast and Anastasia Island. The Anastasia Island branch was the last built- in 2007. In spite of a population increase of nearly 80,000 since 2007, no new library branches have been planned or built, nor has the county governing body made provisions for such.

The graphs provided in Section B clearly show that the library branches are undersized for the population served, are understaffed for the size and patron load, and are not able to provide the public facilities anywhere close to the best management practices established by the Florida Public Library Association.

Section C mapping gives a clear graphic impression of the intensity and density of the population that is not adequately served.

Conclusion

The conclusion that must be drawn from the data available is that the current public library system is inadequate to serve the current needs of the existing county population, and that this condition of deficiency will continue to intensify as time passes.

PART THREE: LONG RANGE PLAN

I. FUTURE

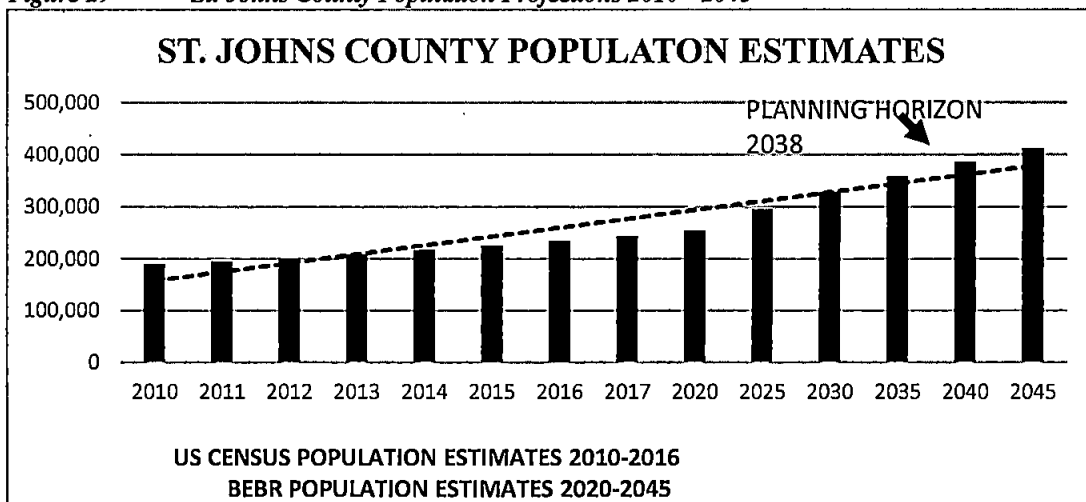
A. CENSUS POPULATION PROJECTIONS

Part Two of this study provided information on the 2018 population demographics and distribution. Maps 2 and 3 showed the population density in graphic format based on location within the county census tracts. As stated in that analysis, the population densities are rising in the central portion of the county, but library branches are located at the 2010 population centroids. The Long-Range Master Plan published in 1999 anticipated this trend, and called for a least one, and preferably two new branch libraries to serve the expanding geographic distribution of population.

The southern and southwestern portions of St. Johns County have traditionally been agricultural in nature, with low population densities, and large land holdings. This condition would potentially make that area very attractive to development interests. There is, however, little political will to allow this area to become other than a rural, agriculturally based portion of the county. That political will may change with time, but for the purposes of this Long-Range plan, emphasis will be put on those areas that have, are, and will continue to see a significant growth in population in the immediate future (the next ten to twenty years).

The BEBR population projection for 2018 for St. Johns County was 238,742. BEBR estimates are included in the population projections. The planning horizon for this long-range plan has a projected population close to the 2040 projection of 386,600 people.

Figure 29 *St. Johns County Population Projections 2010 - 2045*



Over time, census tracts may be divided or added within each governmental jurisdiction. For the purposes of the mapping for this section, it will be assumed that the location and configuration of census tracts will remain as configured in 2010. The population projections by both the US Census and BEBR are used in

population projections. It should be noted, that projections are constantly updated, and may change between the time this study is prepared, and at the upcoming 2020 census survey.

The population projections used to create the following population density maps make an assumption that the large entitled projects currently beginning or having begun development will have reached 50% of their entitlements by 2020, and 100% of their entitlements by 2040. These figures are added to the BEBR population projections as the latter are concerned with natural movement, life expectancy and birth rates and cannot be expected to anticipate development events that have an important impact on the population migration into an area.

The projects and subsequent population impacts are given in the following table. The information on unbuilt units is based on a spreadsheet distributed by the St. Johns County Planning Division in February 2019 at the request of the BCC. The SJC calculation of 2.44 persons per household was used to derive population.

Table 12 Large Project Population Impacts

Census Tract	Project	Unbuilt Units	Population	Additional Pop	
				2020	2040
206.02	Nocatee	6,411	15,643	7,821	7,821
208.07	Rivertown	3,960	9,662	4,831	4,831
209.01	Twin Creeks	3,389	8,269	4,135	4,135
209.01	Bannon Lakes	851	2,076	1,038	1,038
209.01	Cordova Palms	750	1,830	915	915
209.02	Shearwater	2,220	5,417	2,708	2,708
209.02	Silverleaf	10,700	26,108	13,054	13,054
209.02	Saint Johns DRI	3,175	7,747	3,874	3,874
209.02	Grand Oaks	999	2,438	1,219	1,219

The following table is a listing of the population figures projected for each census tract through the year 2040. The figures are based on the 2010 census counts that show population by census tract, and BEBR projections for overall county population. An assumption for this population projections by census tract is that each census tract will continue to have an approximately equal pro rata percentage of the overall county population as shown on the table.

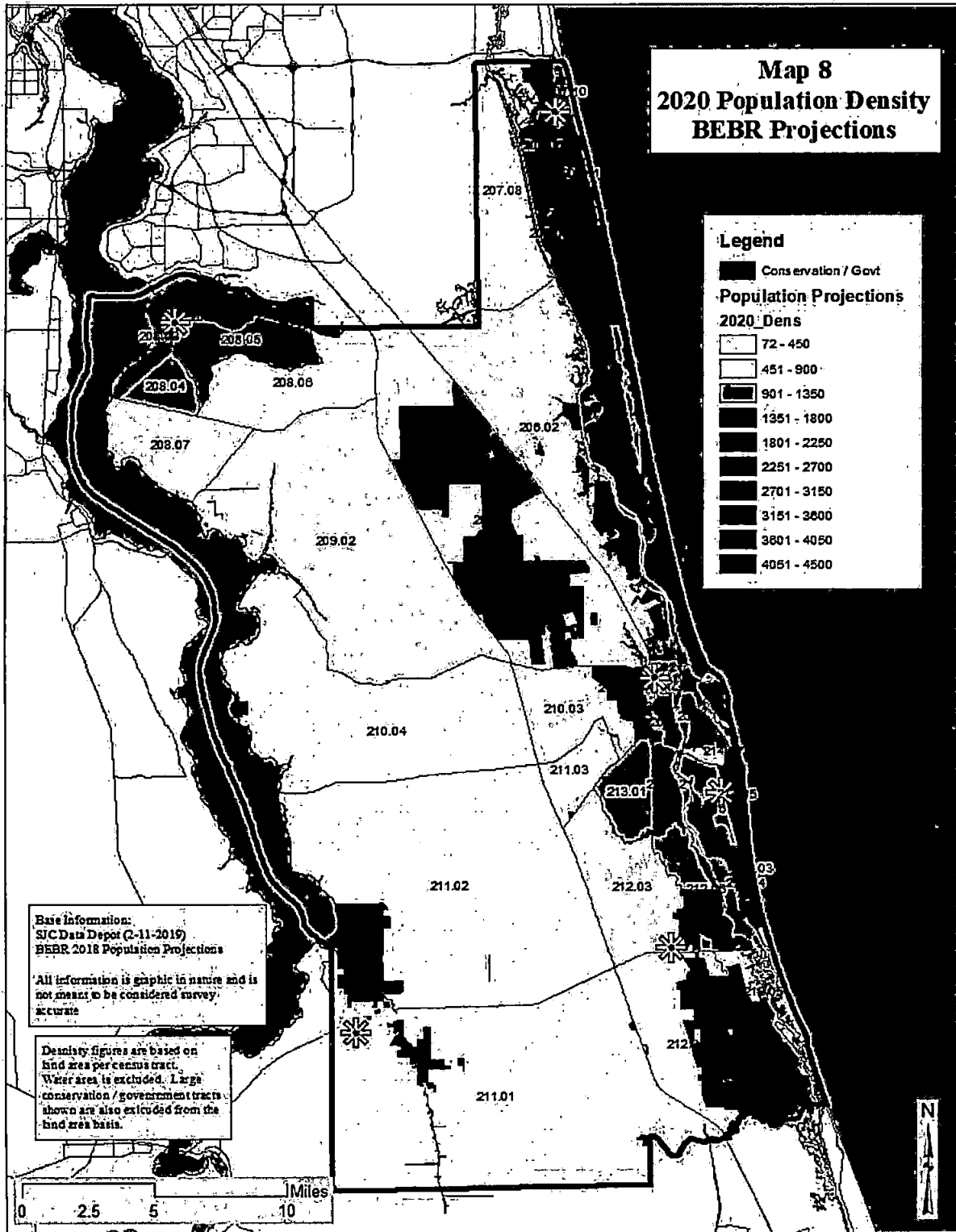
MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028

Table 13 Population per Census Tract with Entitlements

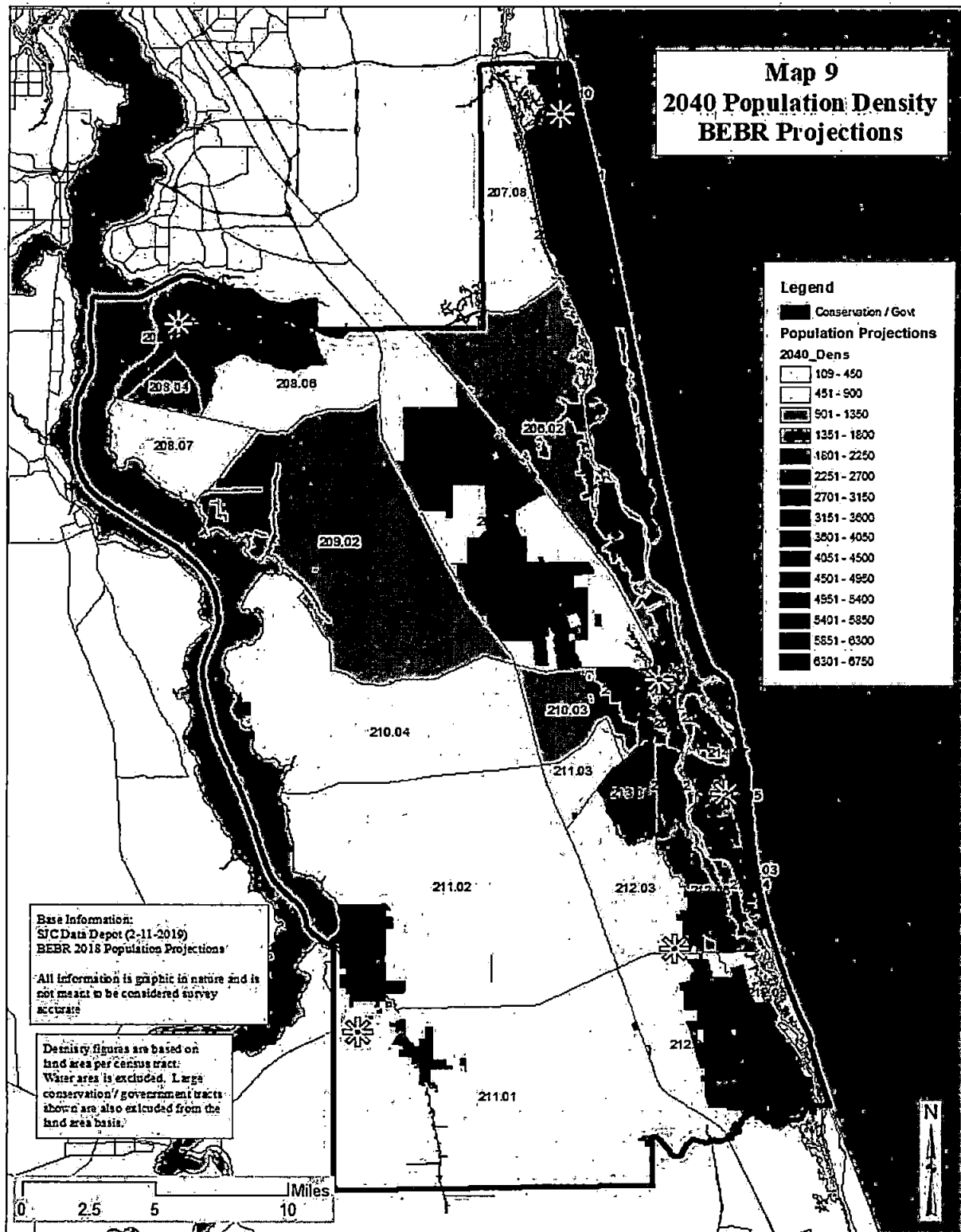
CENSUS TRACT	LARGESCALE DEVELOPMENT POPULATION ADDED AS PER TABLE														
	CENSUS					2018					BEER				
	2010					2020					2040				
	Population	Pop/DU	LAND AREA in square miles	DENSITY	% of total	Population	LAND AREA in square miles	DENSITY	Population	LAND AREA in square miles	DENSITY	Population	LAND AREA in square miles	DENSITY	
SJC	190,039					238,742			255,300			386,600			
202	2,455	1.61	2.09	1,175	1%	3,084	2.09	1,476	3,298	2.09	1,578	4,994	2.09	2,390	
203	3,518	1.92	1.43	2,460	2%	4,420	1.43	3,091	4,726	1.43	3,305	7,157	1.43	5,005	
204	3,088	2.38	0.95	3,251	2%	3,879	0.95	4,084	4,148	0.95	4,367	6,282	0.95	6,613	
205	3,787	1.83	1.73	2,189	2%	4,758	1.73	2,750	5,087	1.73	2,941	7,704	1.73	4,453	
206.01	4,861	1.59	1.62	3,008	3%	6,107	1.62	3,779	6,530	1.62	4,041	9,889	1.62	6,119	
206.02	10,207	2.57	29.07	351	5%	12,323	29.07	441	21,533	29.07	741	28,585	29.07	983	
207.04	3,247	2.24	1.81	1,794	2%	4,079	1.81	2,254	4,362	1.81	2,410	6,605	1.81	3,649	
207.05	5,862	1.85	3.88	1,511	3%	7,364	3.88	1,898	7,875	3.88	2,030	11,925	3.88	3,073	
207.06	2,996	3.12	1.97	1,521	2%	3,764	1.97	1,911	4,025	1.97	2,043	6,095	1.97	3,094	
207.07	5,160	1.83	1.56	3,308	3%	6,482	1.56	4,155	6,932	1.56	4,444	10,497	1.56	6,729	
207.08	2,900	2.61	19.18	151	2%	3,643	19.18	190	3,896	19.18	203	5,900	19.18	308	
207.1	2,095	2.21	1.29	1,624	1%	2,632	1.29	2,040	2,814	1.29	2,182	4,262	1.29	3,304	
207.11	4,880	1.51	2.99	1,632	3%	6,131	2.99	2,050	6,556	2.99	2,193	9,927	2.99	3,320	
208.01	7,308	2.67	4.19	1,744	4%	9,181	4.19	2,191	9,818	4.19	2,343	14,867	4.19	3,548	
208.02	3,983	2.68	1.81	2,201	2%	5,004	1.81	2,765	5,351	1.81	2,956	8,103	1.81	4,477	
208.03	4,153	2.57	3.06	1,357	2%	5,217	3.06	1,705	5,579	3.06	1,823	8,449	3.06	2,761	
208.04	2,987	2.81	4.01	745	2%	3,753	4.01	936	4,013	4.01	1,001	6,077	4.01	1,515	
208.05	11,942	3.16	9.19	1,299	6%	15,002	9.19	1,632	16,043	9.19	1,746	24,294	9.19	2,644	
208.06	4,751	2.64	15.96	298	3%	5,969	15.96	374	6,383	15.96	400	9,665	15.96	606	
208.07	15,399	2.78	12.79	109	1%	17,538	12.79	137	6,710	12.79	525	7,677	12.79	600	
209.01	7,774	2.30	26.61	292	4%	9,766	26.61	367	16,532	26.61	621	21,993	26.61	823	
209.02	25,039	2.60	65.12	385	13%	31,456	65.12	483	64,493	65.12	837	71,922	65.12	1,102	
210.02	4,155	2.15	2.14	1,942	2%	5,220	2.14	2,439	5,582	2.14	2,608	8,453	2.14	3,950	
210.03	4,984	2.10	10.52	474	3%	6,261	10.52	595	6,696	10.52	636	10,139	10.52	964	
201.04	2,820	2.31	52.75	53	1%	3,543	52.75	67	3,788	52.75	72	5,737	52.75	109	
211.01	5,462	2.41	88.92	61	3%	6,862	88.92	77	7,338	88.92	83	11,111	88.92	125	
211.02	4,518	2.17	79.69	57	2%	5,676	79.69	71	6,070	79.69	76	9,191	79.69	115	
211.03	1,595	2.31	5.45	293	1%	2,004	5.45	368	2,143	5.45	393	3,245	5.45	595	
212.03	6,686	2.04	17.09	391	4%	8,399	17.09	491	8,982	17.09	526	13,601	17.09	796	
212.04	837	1.74	13.71	61	0%	1,052	13.71	77	1,124	13.71	82	1,703	13.71	124	
212.05	1,167	0.65	3.41	342	1%	1,466	3.41	430	1,568	3.41	459	2,374	3.41	696	
212.06	6,133	1.84	7.08	866	3%	7,705	7.08	1,088	8,239	7.08	1,164	12,476	7.08	1,762	
213.01	6,060	2.24	6.03	1,005	3%	7,613	6.03	1,263	8,141	6.03	1,350	12,328	6.03	2,044	
213.02	5,334	2.24	2.54	2,100	3%	6,701	2.54	2,638	7,166	2.54	2,821	10,851	2.54	4,272	
214.03	1,931	0.67	0.97	1,991	1%	2,426	0.97	2,501	2,594	0.97	2,674	3,928	0.97	4,050	
214.04	3,002	1.76	1.57	1,912	2%	3,771	1.57	2,402	4,033	1.57	2,569	6,107	1.57	3,890	
214.05	5,245	1.40	1.90	2,761	3%	6,589	1.90	3,468	7,046	1.90	3,709	10,670	1.90	5,616	
214.06	4,367	1.75	4.47	977	2%	5,486	4.47	1,227	5,867	4.47	1,312	8,884	4.47	1,987	
214.07	1,351	1.94	2.96	456	1%	1,697	2.96	573	1,815	2.96	613	2,748	2.96	929	
CONSERVATION TAKEN OUT OF LAND AREA															
Source: GCT-PH1-Geography-St. Johns County, Florida: Population, Housing Units, Area, and Density: 2010 - County -- Census Tract															
DENSITY is given in people per square mile of LAND area. Large conservation / governmental tracts and water areas are not included in LAND area.															
Census Tracts with population modified as per SJC Planning Division information.															

It should be noted that the population projections make several assumptions that are considered reasonable and necessary in order to generate data that can be used for spatial analysis. All assumptions have been listed. Needless to say, a large landowner in the southwestern portion of the county that receives entitlement to a dense residential development would change the complexion of the maps. Additionally, the projections are mathematical and do not necessarily consider whether, for instance, there is any physical ability to add more population in the Ponte Vedra area. For these reasons, the maps should be considered graphic trend indicators rather than absolutes.

Map 8 2020 Population Density Distribution / BEBR projection

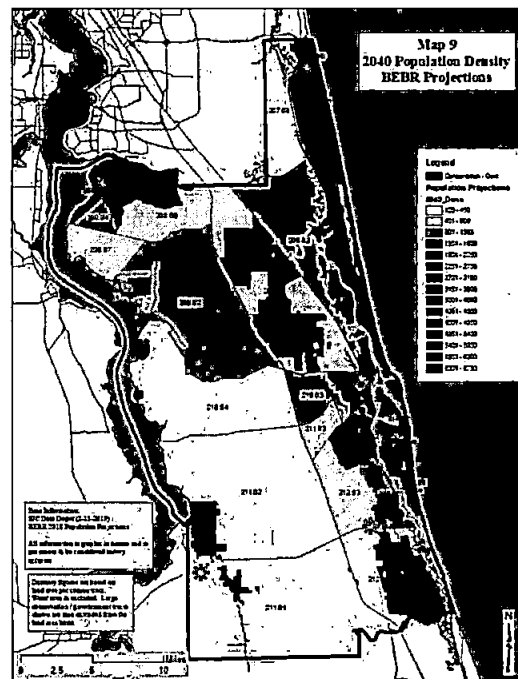
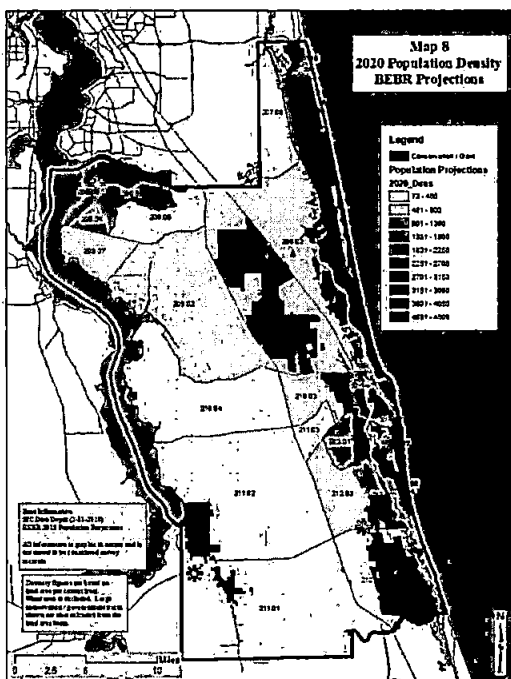
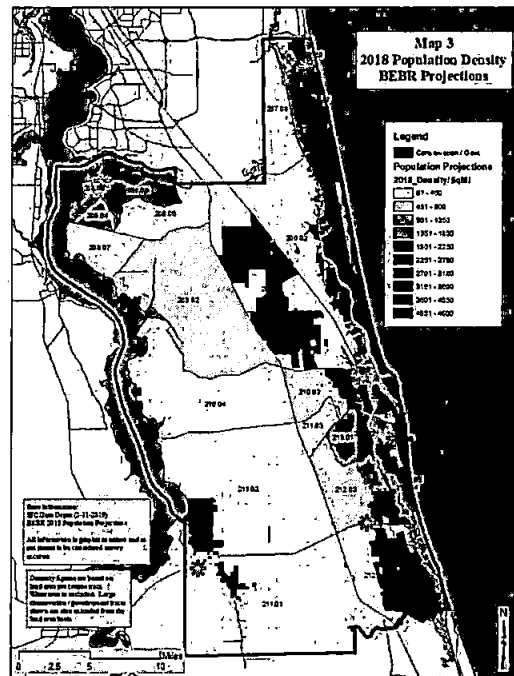
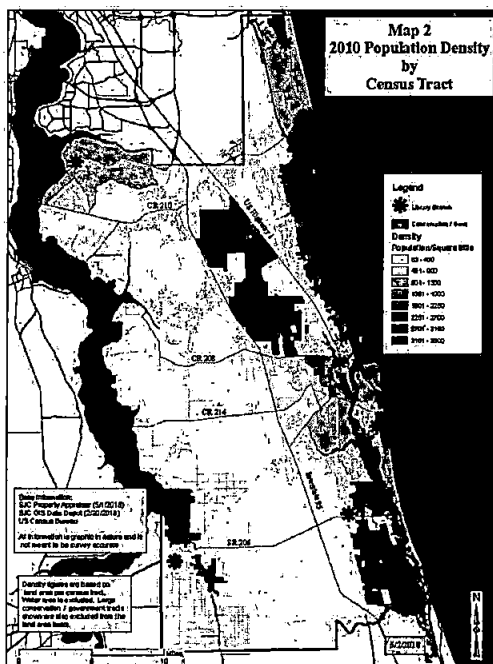


Map 9 2020 Population Density Distribution / BEBR projection



MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

It may be helpful at this point to take a “view from 50,000 feet” of the population density in the county through time as represented in the various maps.



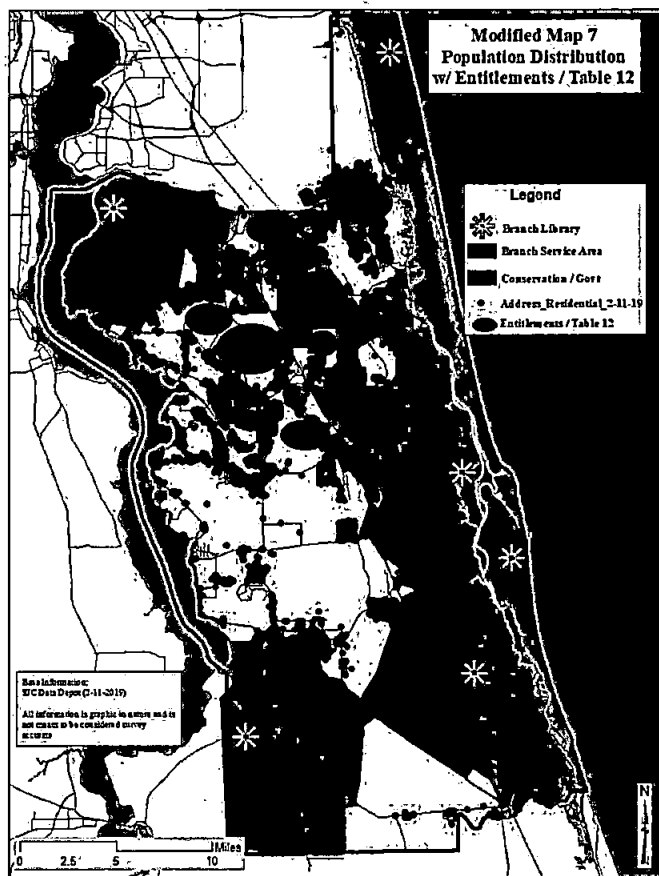
As the population has grown and moved north and westward, there have been no plans put in place for the provision of additional branch libraries.

B. LIBRARY BRANCH EXPANSION SERVICE AREAS

The data presented in Part One of this study were conclusive in pointing out the existing deficiencies in facility location, staffing, size and capability, and gave an idea of the extent and location of the underserved population based on the location of the current six branch libraries.

It is well-established that there is a negative relationship between distance and visitation to any commercial or service establishment. In order to be effective and efficient, the “location, location, location” mantra must be considered for any new buildings. The distribution of the underserved population is unfortunately arranged such that a single branch will not suffice to bring a library within effective distance from the unserved population. Even if the county went into an immediate and total stasis, it would still require at least two new branch libraries to serve the residents of the county in an appropriate fashion.

A Modified Map 7 Adequacy of Facilities: Population Distribution can easily be used to determine the

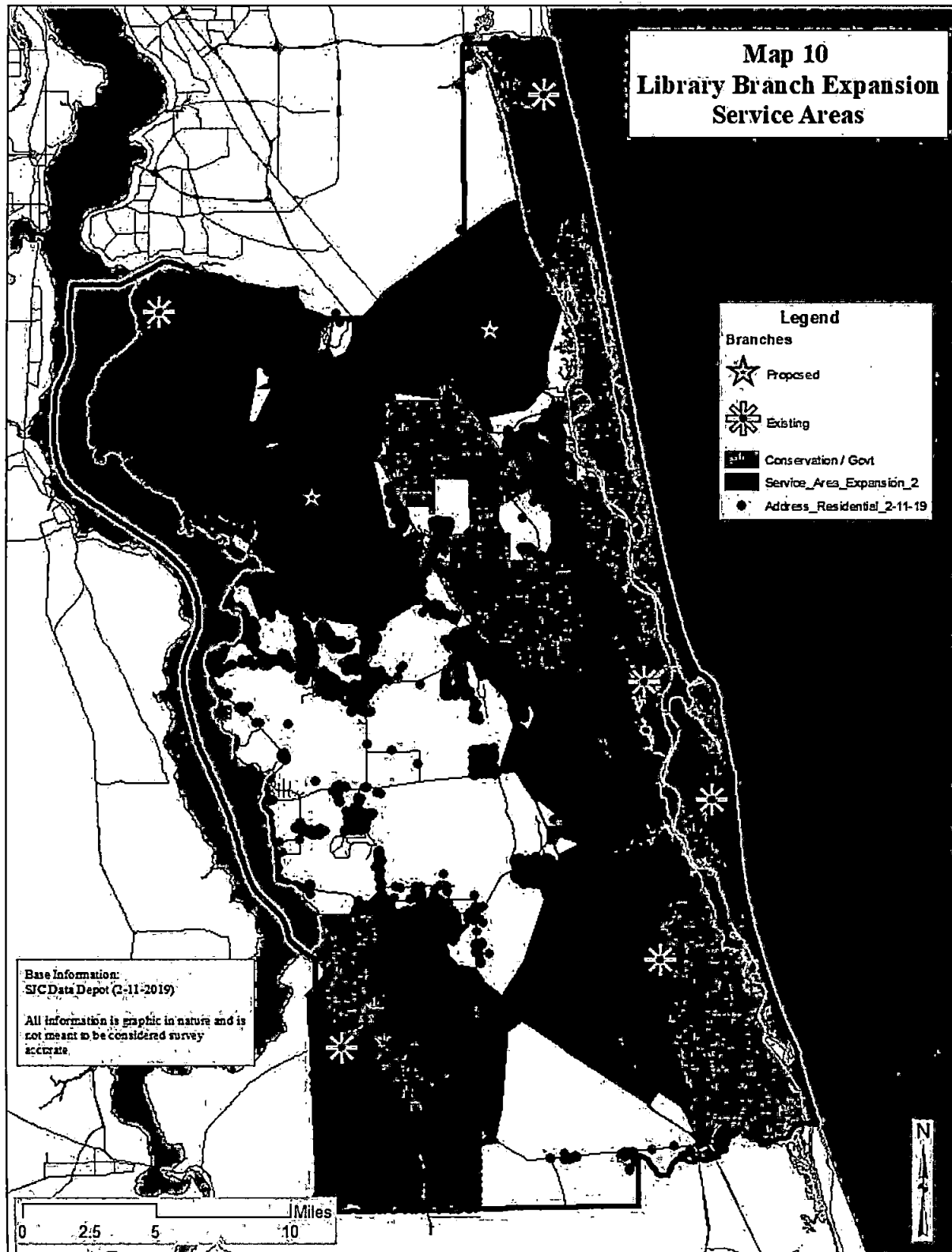


general geographic location of two new branches. These locations are the same as the locations recommended in the 1999 Long Range Master Plan: at that time, the locations were referred to as the International Golf Parkway location (recommended a 15,000 square foot branch by year 2010) and the Highway [sic] 210 at US 1 location. Both of those areas show current deficiencies.

Map 7 as modified and shown here, again, as a “50,000 foot view” reminder that the color red represents homes currently existing, being built, or imminent that fall outside of the reasonable branch library service zone. Additional entitlements shown on Table 12 have been added to the map for a better representation of the future of the area. Combining the image from this graphic with the population density graphics lends complete support of the recommendation from 1999 as to the most reasonable and useful branch locations.

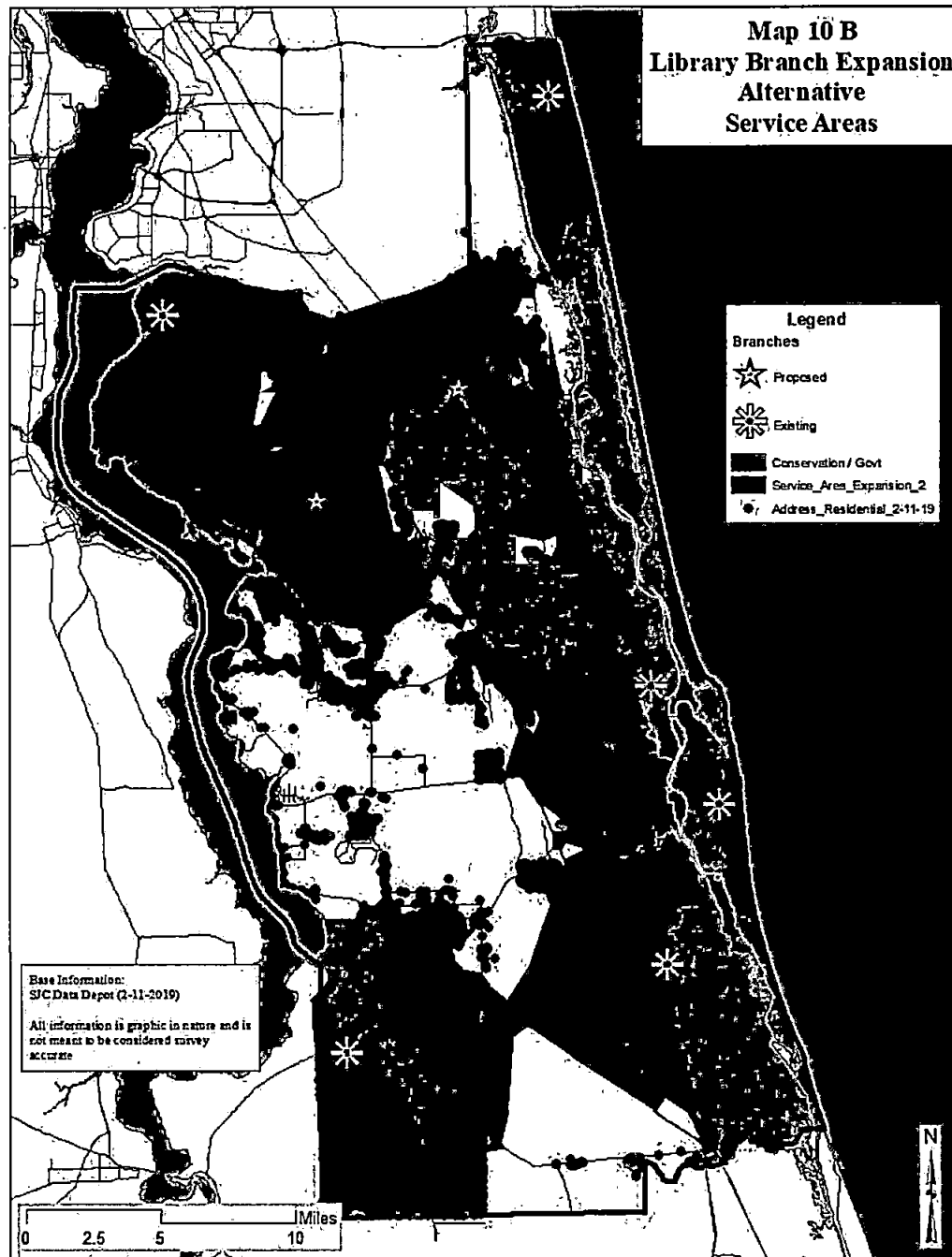
The same methodology was used in the creation of *Map 10: Library Branch Expansion Service Areas* that was used for the initial service area maps. The roadway system uses current (February 2019) roadways to create the service zones. An examination shows that the service areas presented by the two proposed branches do not cover all existing deficiencies but are optimally placed to receive best result. As a note: the proposed locations are generalized and are not aligned with any specific parcel or road address. The map is designed to be a visual aid in understanding how to address the shortfall in branch library locations.

Map 10: Library Branch Expansion Service Areas



In some instances, the natural geography of St. Johns County presents barriers to travel by vehicle. In the instance of Map 10, the Proposed Branch location in the northeast of the county can be seen to have a very skewed service area on its southern boundary and fails to cover the Marshall Creek DRI (Palencia) community due to a wetland system and creek. In such a case, an alternative location may be sought. In Map 10B, the branch location is moved from north of Palm Valley to a location along US 1. This, of course, leaves another portion of the residential community underserved. Branch location due diligence should take into account both the transportation facilities and the geographical barriers to interconnection.

Map 10B: Library Branch Expansion Service Areas Alternative



C. STANDARDS SUFFICIENCY / FUTURE

1. Florida Library Association Standards

Although the standards are periodically updated, for the purpose of consistency and comparison, the same physical standards will be used to compare the current library system with six branches to a proposed expanded library system with eight library facilities.

The question is not as simple as looking at the number of branches because the size of the building is directly related to its ability to provide for public facilities and services. As listed in Table 5: Facilities Condition, the size of the branches varies from Hastings Branch at 5,000 square feet to the Ponte Vedra branch at 24,800 square feet. The Southeast branch, at 25,000 square feet is perhaps the largest of the branches, but 5,000 square feet of the building is devoted solely to the library system administration and is not public space.

The most recent branch, Anastasia Island, was conceived of as a 'storefront' branch that would serve the population simply as a drop off / pick up location. As it turns out, the community demand for use of the branch is intensive, and the lack of space is a limiting factor. While providing the small branch answered an immediate need and perhaps was maximized according to budget allowances, the long range effect is to be left with a facility that neither meets the spatial needs of the community, nor can it be expanded in its present location.

The distribution of population by census tract is given in Table 13 and includes full entitlements of the largest of the residential projects currently approved. This information was extrapolated to determine the most likely population load to each branch based on best traffic circulation patterns. The resulting population load on each branch is given in Table 14.

Although this Master Plan is for a ten-year range (2018-2028), the Florida Library Association best management practices dictate consideration of population for a 20-year period. As a note, the BEBR projected 2040 population is used as the planning horizon quantity as there is no 2038 projection available.

Table 14 2038 Planning Metrics / No Action gives the result of the population growth on a library system that has no expansion. The load on both Bartram Branch and Ponte Vedra Branch begin to move into a completely unacceptable condition in every metric.

Table 15 2038 Planning Metrics / 2 Additional Branches analyses the sufficiency of facilities when two new branches are added to the public library system. In this instance as well, the natural geographic features of the county must be considered in that the Twelve Mile Swamp serves as a barrier to the east-west traffic connections, leaving nearly all of the growth in the northwest part of the county to be served by the Bartram Branch and the proposed "NW" Branch. It is apparent that even with the addition of these two new branches, the facilities in the public library system fall short of best management practices.

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Table 14 2038 Planning Metric / No Action

2038 PLANNING METRICS / NO ACTION															
		MAIN		ANASTASIA		SOUTHEAST		HASTINGS		BARTRAM		PONTE VEDRA			
2040 Projected Population WITH Entitlements = 426,195		77,730		43,785		44,172		12,449		166,463		81,595			
		GSF 15,000		GSF 8,100		GSF*** 20,000		GSF 5,000		GSF 14,658		GSF 24,800			
		standards current		standards current		standards current		standards current		standards current		standards current			
PART ONE															
Materials Collection Size:															
up to 25,000 population = 10,000 minimum, 75,000 optimum															
6-1 more than 25,000 population= 50,000 minimum															
.11-7		MLS librarian @ 0.6FTE/1,000 pop served		46.6 24		26.3 30		26.5 30		7.5 20		99.9 40		49.0 30	
.11-7		non-MLS @ 0.8 FTE/1,000 pop served		62.2 98		35.0 57		35.3 81		10.0 29		133.2 72		65.3 79	
PART TWO															
1: PLANNING															
F 1-1		Plan for population based on 20 year growth projection													
2: LOCATION & ACCESS															
F2-2		Location within 1/4 mile of fixed transporation stops													
F2-3		Location within 20 minutes drive time													
3: PARKING															
F3-1		On-site spaces @ 1 space/200 GSF of building		75 shared		41 shared		100 96		25 19		73 64		124 87	
		Employee @ 1 space / 0.75FTE		18 0		12 0		15 19		6 0		15 4		15 7	
4: GROSS SQUARE FOOTAGE															
F4-1		Total GSF / capita = 0.6- "Current" shown as delta		46,638 (31,638)		26,271 (18,170)		26,503 (6,503)		7,469 (2,469)		99,878 (85,820)		48,957 (24,157)	
5: MATERIALS SHELVING															
6: SPATIAL ALLOCATION															
F6-1		6 public seating / 1,000 in service area		466 82		263 62		265 112		75 75		999 96		490 173	
F6-6		Non-assignable @ 20-35% of GSF													
9: TELECOMMUNICATIONS/ TECHNOLOGY															
F9-3		1 internet computing device / 1,000 population served		78 20		44 16		44 25		12 18		166 18		82 17	
F9-4		productivity & printing software available													
F9-5		wireless internet access w/ adequate capacity													

SOURCES:

Size and quantity specifications as found in Florida Public Library Outcomes & Standards 2015 Florida Public Library Association Standards Committee
Branch Stats Comparison 2008-2017 as compiled by the St. Johns County Public Library System
2038 Population Estimate per BEBR (interpolation of 2035 and 2040 estimates)
2016 Population Estimate per branch by St. Johns County GIS Department based on ESRI Demographics tool

*** Southeast Branch GSF = 25,000SF, but only 20,000 of that is for library space; the rest houses Library Administration offices

** 0.6 sf/capita is the State Construction grant standard -

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Table 15 2038 Planning Metric / 2 Additional Branches

2038 PLANNING METRICS / 2 ADDITIONAL BRANCHES																	
		MAIN		ANASTASIA		SOUTHEAST		HASTINGS		BARTRAM		PONTE VEDRA		NEW NW BRANCH		NEW NE BRANCH	
2040 Projected Population WITH Entitlements = 426,195		77,730		43,785		44,172		12,449		70,459		54,256		85,052		38,290	
		GSF 15,000		GSF 8,100		GSF*** 20,000		GSF 5,000		GSF 14,658		GSF 24,800		GSF 50,000		GSF 25,000	
PART ONE		standards	current	standards	current	standards	current	standards	current	standards	current	standards	current	standards	current	standards	current
Materials Collection Size:																	
up to 25,000 population = 10,000 minimum, 75,000 optimum																	
6-1 more than 25,000 population= 50,000 minimum																	
.11-7		MLS librarian @ 0.6FTE/1,000 pop served	46.6	26.3	26.5	7.5	42.3	32.6	51.0	23.0							
.11-7		non-MLS @ 0.8 FTE/1,000 pop served	62.2	35.0	35.3	10.0	56.4	43.4	68.0	30.6							
PART TWO																	
1: PLANNING																	
F 1-1	Plan for population based on 20 year growth projection																
2: LOCATION & ACCESS																	
F2-2	Location within 1/4 mile of fixed transportation stops																
F2-3	Location within 20 minutes drive time																
3: PARKING																	
F3-1	On-site spaces @ 1 space/200 GSF of building																
	Employee @ 1 space / 0.75FTE																
4: GROSS SQUARE FOOTAGE																	
F4-1	Total GSF / capita = 0.6- "Current" shown as delta																
5: MATERIALS SHELVING																	
6: SPATIAL ALLOCATION																	
F6-1	6 public seating / 1,000 in service area																
F6-6	Non-assignable @ 20-35% of GSF																
9: TELECOMMUNICATIONS/ TECHNOLOGY																	
F9-3	1 internet computing device / 1,000 population served																
F9-4	productivity & printing software available																
F9-5	wireless internet access w/ adequate capacity																

SOURCES:

Size and quantity specifications as found in [Florida Public Library Outcomes & Standards 2015](#) Florida Public Library Association Standards Committee
 Branch Stats Comparison 2008-2017 as compiled by the St. Johns County Public Library System
 2038 Population Estimate per BEBR (interpolation of 2035 and 2040 estimates)
 2016 Population Estimate per branch by St. Johns County GIS Department based on ESRI Demographics tool

*** Southeast Branch GSF = 25,000SF, but only 20,000 of that is for library space; the rest houses Library Administration offices

** 0.6 sf/capita is the State Construction grant standard

2. Standards Sufficiency / Adequacy of Facilities

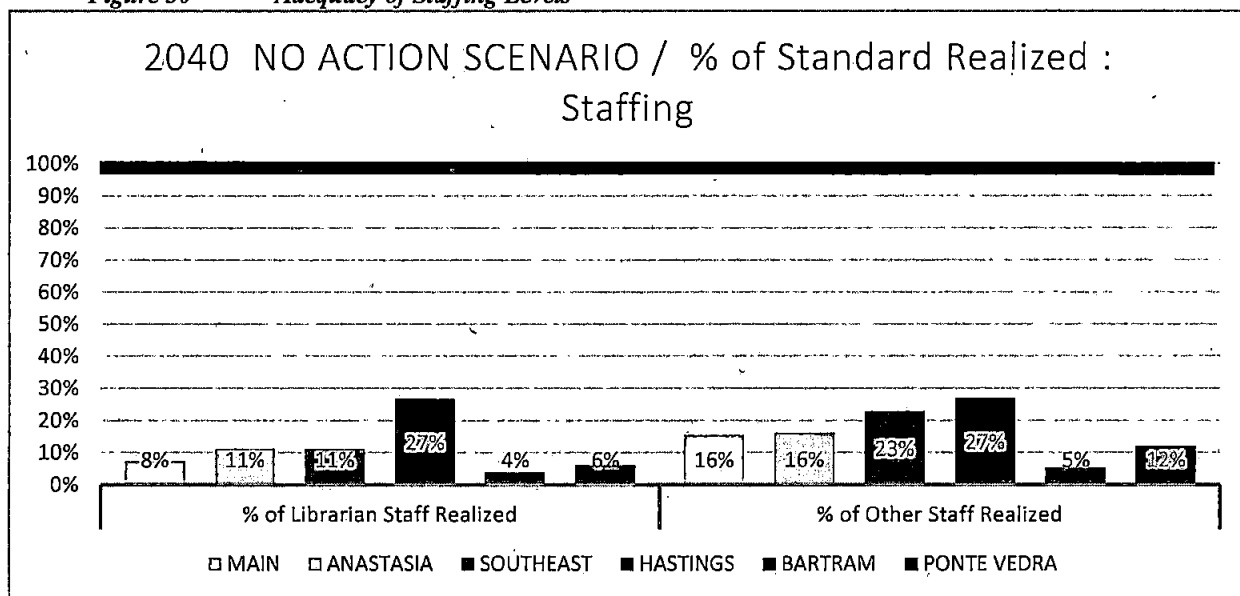
The sufficiency of the facilities, when measured against the Florida Library Association Standards for Best Management Practices, fall far short. The following charts are a visual representation of the information in Tables 14 and 15, which are based only on extrapolated 2040 population including existing major project entitlements listed on Table 12. Any deficiencies shown in the charts below will only be exacerbated by the passing of time and are likely even more deficient as this report goes to publication.

Standards sufficiency will examine both the “No Action Plan” and the “Two Branch Expansion Plan”. To keep perspective, Figures 25 through 28 should be reviewed. The current condition of the public library system in St. Johns County falls below recommended standards, and exceeds recommended maximums given by the Florida Library Association.

a) NO ACTION PLAN

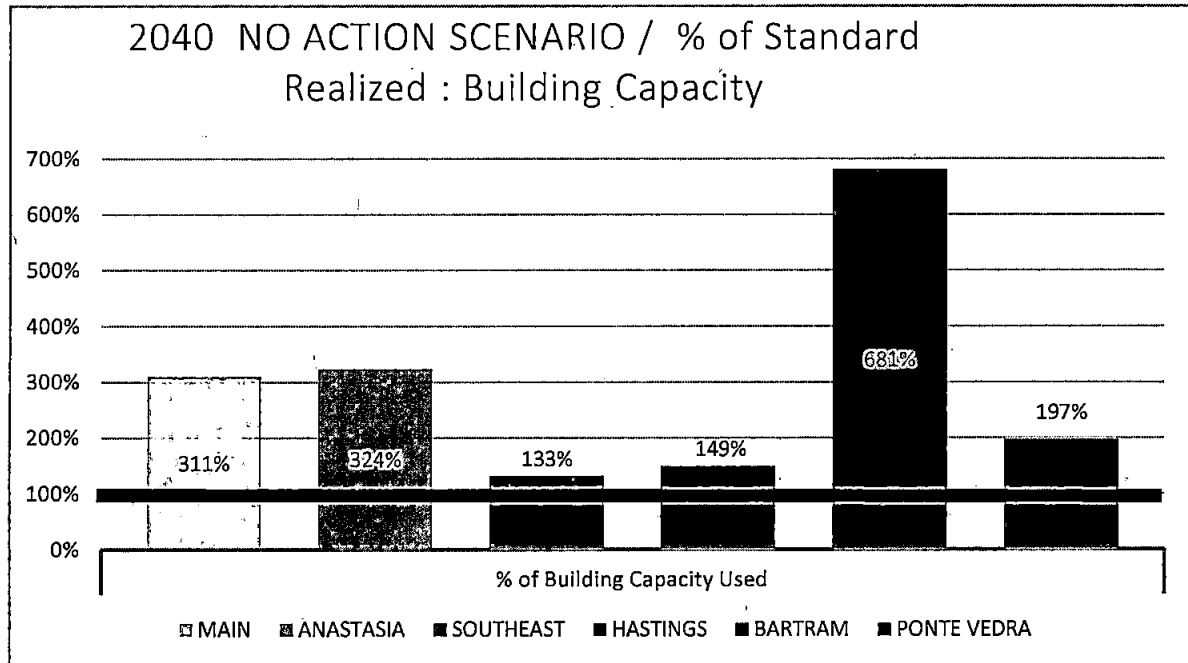
By definition, the “No Action Plan” assumes that there will be no change in any element of the current library system. Staffing levels are relatively easy to change, and the change may be implemented within a short time frame. However, realizing only a maximum of 27% of the standards cannot be considered an acceptable level of sufficiency.

Figure 30 *Adequacy of Staffing Levels*



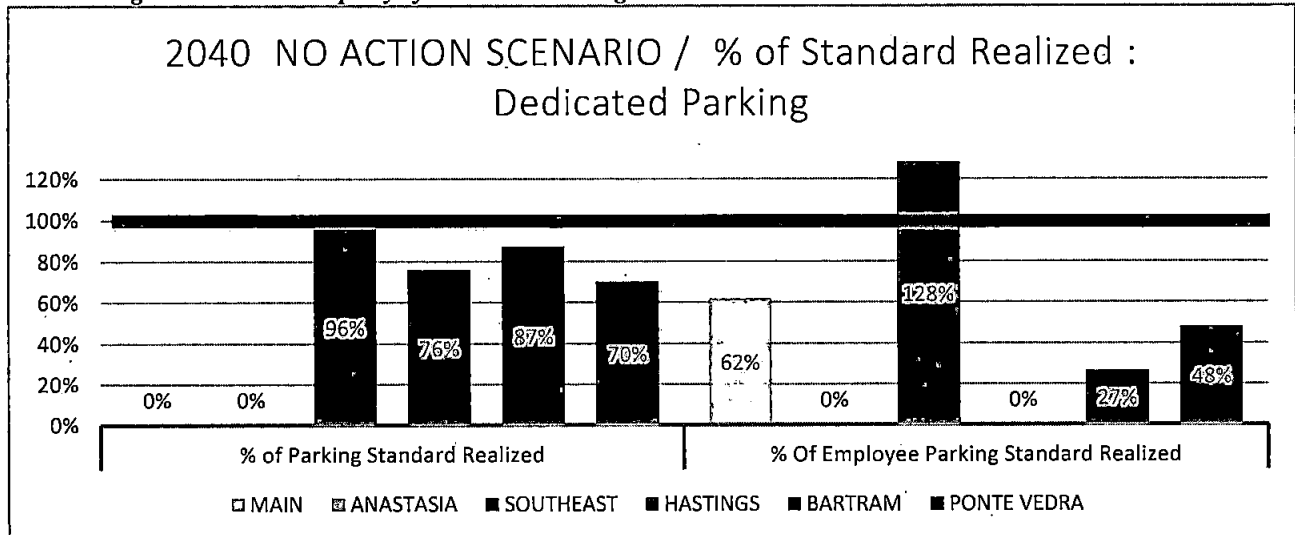
Although it is not within the purview of this study, it is likely that there is data capable of establishing what point of understaffing causes such loss of morale and efficiency that it becomes an exposure to consider being a staff member. Because the function of any public service is to serve the public while still maintaining an effective level of administrative work, consideration should be given the ability of an understaffed facility to serve its intended function.

Figure 31 Adequacy of Branch Building Size for Population Served



At a certain point, inadequacy of building size relative to patron load becomes a matter of public health, safety and welfare. This analysis is mathematical in nature and does not consider the maximum loading allowable for each building based on fire regulations. The County should consider the implications of providing drastically undersized public buildings for the population served.

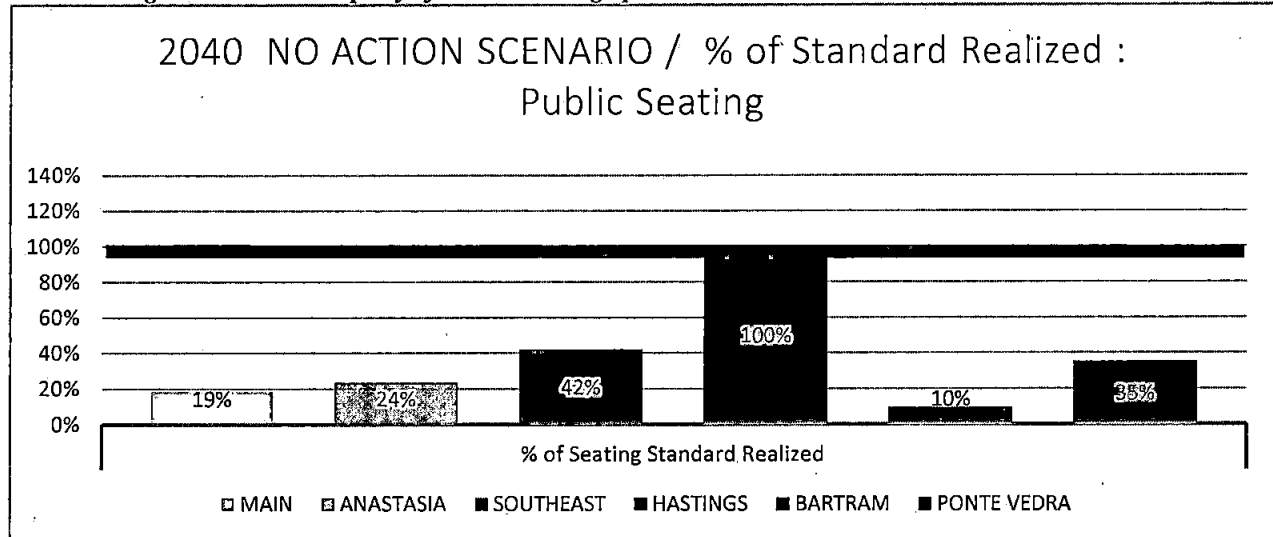
Figure 32 Adequacy of Dedicated Parking



Although most branch locations are currently served by transit stops, the patron population predominately access the library in private vehicle (See Survey Results- Table 11). Because parking standards are based

on building size rather than on patron load, it makes sense that the percentage of adequacy given here is identical to Figure 27. However, parking is already experienced as a problem at nearly all of the branches. It is assumed that an increase in patron load will exacerbate the parking issue.

Figure 33 *Adequacy of Public Meeting Space*

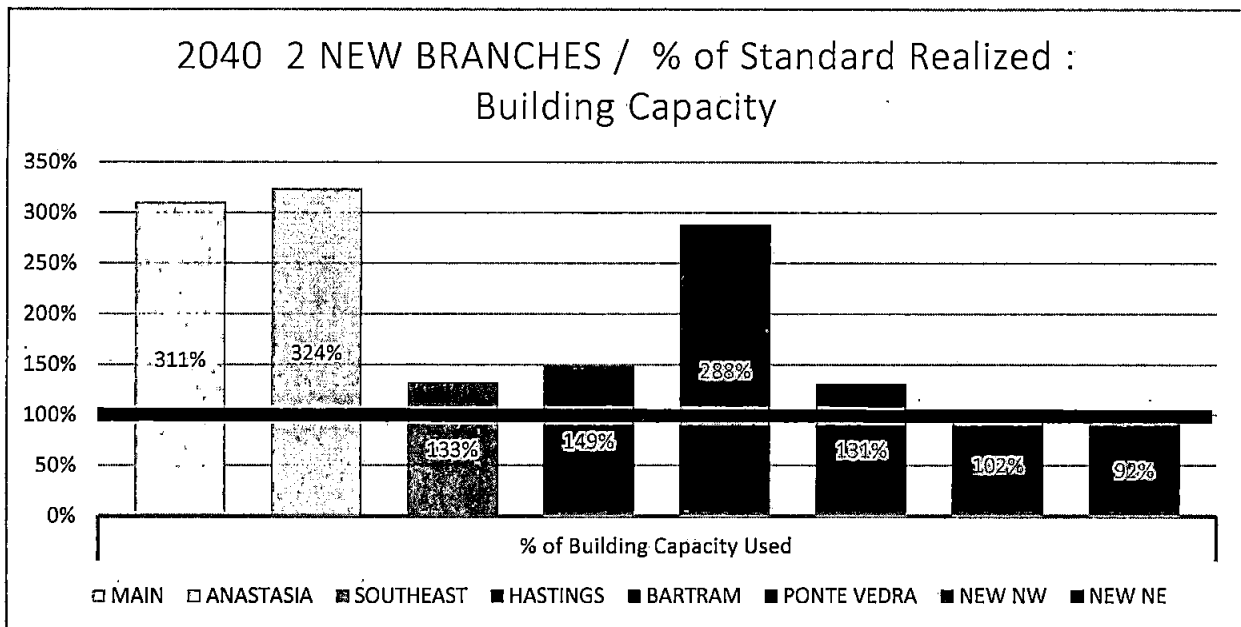


The need for public meeting space has been increasing over the years and can currently not be met effectively. This issue facing the branches is the lack of ability to expand their buildings. This is due more to the size and configuration of the properties upon which they sit rather than to a budgetary constraint. The building interiors are currently under a regular program of reconfiguration consistent with the character of the community patrons. Budgetary constraints dictate that the reconfiguration be mostly limited to reorganization of movable fixtures: reconfiguration of building components such as walls and entrances is, for the most part, outside of budget allowances.

b) TWO ADDITIONAL BRANCHES PLAN

For this scenario, the Adequacy of Staffing Levels, Adequacy of Dedicated Parking, and Adequacy of Public Meeting Space are not considered because there are too many unknown variables present when considering two unknown site configurations and development plans, and two unknown building plans. Needless to say, staffing levels for the new branches would infer an increase in the overall staffing levels of the current library system.

Figure 34 *Adequacy of Branch Building Size for Population Served*



Because the two new branches are proposed for the northern portion of the county, they do little to alleviate the intense pressure on Anastasia Island, Main or Southeast Branches. While Bartram is shown to still be much too impacted, that impact is nearly half of what it would be without the addition of the two new branches.

At this point, the assumptions made in Part Three, Section I (A) related to population projections and distribution should be reviewed. Although the projections are considered sound, it is likely that there will be variation in both quantity and distribution of population over time. It is also likely that the southern portion of the county will see increased population density as the northern portion becomes built out.

II. PUBLIC OUTREACH

A. PUBLIC PERCEPTION OF SYSTEM- CURRENT CONDITIONS

This initial portion of the public outreach was accomplished via internet survey advertised through the St Johns County website, the Library System newsletter, the St. Augustine Record newspaper, and Facebook. Notices were put up in every branch, and a computer with the survey loaded was provided for patrons wishing to take the survey immediately.

The survey was much longer than a typical survey as it sought to capture demographic data, user behavior, and public perception of the system. During discussions with the library system staff, it was consensus that it was possible that some people may not complete the entire survey, but the answers that they did complete would represent valid and important data, and each question includes the total number of respondents. It was also assumed that the community interested in the library, as readers of books, are likely to be more tolerant of elements requiring long term attention.

The on-line survey ran from April 2018 until July 2018 and had a phenomenal 4,703 responses. The results of the survey were presented in synopsis in *Table 11 Public Outreach Survey Results* given in Part Two, Section V of this plan. The full survey with responses and results including analytics, is included as Appendix 5. The results of the survey left no doubt that a library is considered to be essential to the overall well being of the community, and figures prominently in providing both knowledge-based literacy, as well as social literacy. The importance of the latter, considering the social climate in ascendancy this decade, cannot be overstated.

It should be noted that the on-line survey was constructed so that if anyone answered that they were less than 18 years old, they were automatically taken to the end of the survey without ability to give answers.

The results of the survey indicate that the majority of library patrons live in the unincorporated areas of the county, hold either an undergraduate or graduate degree from an institute of higher learning, have a family income of \$75,001 to \$150,000 (30% declined to give an income figure), and consider the library system an essential component of the community. An overwhelming 90% of the respondents indicated that they believe the library services should be free to the public. Registered voters comprised 95% of the total.

B. INTERVIEWS- CURRENT CONDITIONS

The St. Johns County Public Library System, as noted earlier, is comprised of six branches that differ dramatically in the demographics of their patrons. For this reason, each branch is allowed a good deal of autonomy in all but the underlying library system policies and procedures. The programs, interior design, exhibits, and configuration of moveable elements (bookshelves, etc.) of each branch are distinct and unique to that location.

Each branch manager was interviewed and asked to give their thoughts on the current state of the library system, the strengths and weaknesses, their "wish list" items, and their thoughts as to the changing trends in library usage and how the library can remain a relevant and contributing element of the overall community.

In every case, the main focus was the need to have a long-range plan to increase space available to the public, and to raise staffing levels to a point of sufficiency so the deficiency does not continue to cause employee fatigue or patron frustration.

Perhaps one of the most interesting concepts related to the continuing relevancy of the library was the comment by one branch manager that. In this age of social acrimony, the library function and the programs and services offered by the libraries contribute not only to a knowledge-based literacy, but also to a social literacy. Libraries are seen as neutral zones dedicated to fostering greater understanding of ideas and the world surrounding us all. They are a place where questions are encouraged, and answers sought.

Any long-range planning should consider not only the importance of knowledge-based literacy in the community, but also the importance and value of social literacy. It is hoped that the planning by the St. Johns County Board of County Commission will consider the goals expressed in the earliest documents forming the library system. To repeat the information on page 2 of this study:

The committee spoke of "the advantages that would accrue to the city in establishing a free public library and reading room for the use of citizens and visitors"². The Articles of Organization specified that a committee chosen would "keep the library in such condition in every particular as shall be conducive to its widespread usefulness."³

It is hoped that the current Board will make long-range decisions about the public library system that *"shall be conducive to its widespread usefulness."*

C. VISIONING WORKSHOP

It is somewhat ironic that the planning for public workshops in various areas of the county became difficult due to lack of public meeting space. One workshop was held at the Main Library, one within the Nocatee community in the northeast, and one at the convention center in the World Golf Village in the northwest. The locations in the northeast and northwest were specifically chosen not only for the availability of public meeting space, but also because those areas are currently library "service deserts" and input was sought as to the acceptance of the public of the conditions and of their vision of the future conditions of the system.

The questions posed at the Vision Workshops were:

1. *Think about the public library of 30 years ago. What were its main functions in the community?*
2. *Think about our current library system. What services does it provide the community?*
3. *In a single word or phrase, what is the most important service provided by the library?*
4. *What are some services relevant to the community that are not currently provided by the library?*
5. *What is your vision for the future of the library system in St. Johns County?*

The second half of the workshop was devoted to interactive exercise. Each participant was given two stick pins and asked to stick them into the map where they believed a new branch may need to be located. They did not have to use both or even either pin if they were satisfied with the current branch locations and did not believe any additional were needed. For the purposes of this exercise, Map 5 Geographic Branch Service Area was used so that areas covered by existing branches were more apparent.

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Table 16

Visioning Workshop Question Results

Workshop Date	Workshop Location	30 Years Ago	Today	Word or Phrase	Missing	The Future
3/17/2019	Main Library	Books Kids Research Some Internet	Books Movies Internet / WIFI Community Programs Community Support Social Services Food Pantry Community Meetings All Ages Business Services Social Interaction Bookshop Shelter & Comfort Equality	Continuity Community Open to All Life-Long Education Friendship Neutrality Helpfulness	Nothing is "Missing" BUT, there is a 'Lack' Additional Branches Adequate Staffing Levels Expanded Collection Expanded Public Awareness	More of what we Have! Expand Awareness
3/24/2019	Nocatee	Records Reference Books Newspapers Reading Storytime Microfiche	E-Books DVD / CD Computers / WIFI Tutoring Childrens Activities Reference Play Space Adult Activities Online Catalogue Books Concerts Exhibits Audio Books Lectures Databases Book Clubs Communities Movies Book Sales / Festivals	Education Quiet Knowledge Acceptance Enrichment Fun Connection Community Friendship Constructive Access Experience	Sensory Controlled Rooms Teen Space "Lacking", Books Staff Hours Space Access Children Space / Programs Adequate Budget	Adequate Budget Continuity Local Branch
3/31/2019	World Golf Village	Books Lending Some Tech. Storytime	Multi-media Meetings rooms Community programs Children programs Books Films Audio Books Book Clubs Internet lending Internet databases Public computers Tech Instruction	Exciting Informational Centerpoint Staff	Language Lab Film Streaming Music & Memory Program Business Center Rooms to rent "Lacking" Better Lighting New Coat of Paint Bigger Collection	Community Evolving Programs People

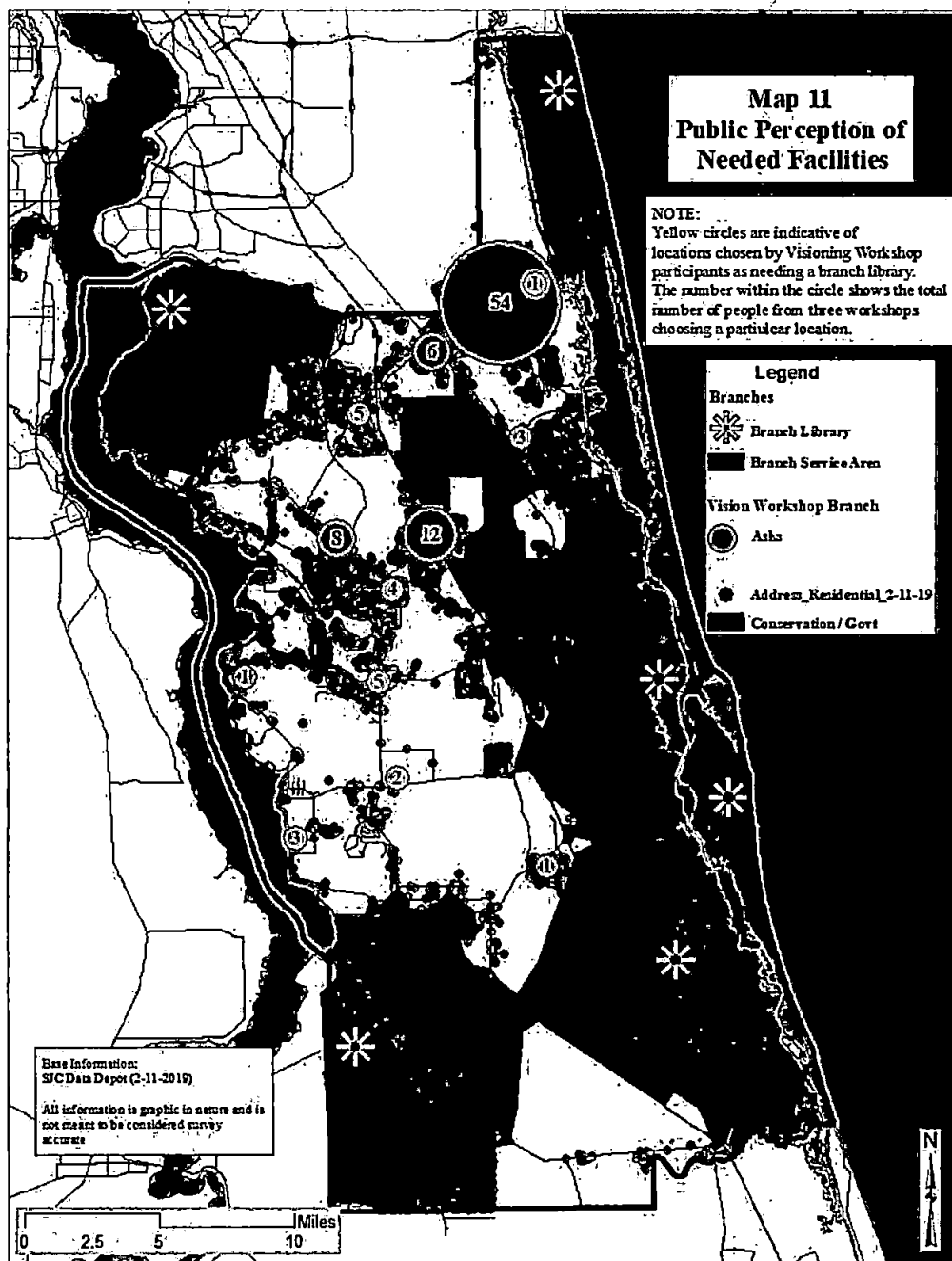
What becomes clear when examining the table of public responses is that the library system has grown with the desires of the public and has moved from being simply a building filled with printed media, to become an inclusive community space for all ages. It is also interesting to note the positive social response to the library facilities: words such as "inclusive", "neutrality", "connection" show that the library plays an important role in the overall welfare of the community.

A member of the Library Advisory Board said it best when she said, "The library is the heart of our community."

As mentioned, the second part of the Visioning Workshop gave all participants an opportunity to use a stick pin to show the location at which they believed a branch library is needed. As a note- a new map was used for each workshop so that there would be no influence from others. Each participant was given two pins with the instruction that they could indicate their idea for a new branch, or for two new branches, or leave one or both pins out if they were satisfied with the current system.

Participants were also instructed that the map scale was purposely large because the question was one of 'area' and not one of 'specific address on the street'.

Map 11 Public Perception of Needed Facilities



PART FOUR: RECOMMENDATIONS

In the late 1950's, a series of books was published with the intent of providing for the reading public the works of the great thinkers from Plato to Freud. It was an ambitious project, and one that covered 54 volumes and was accompanied by a series of reading guides for each volume. In the preface to the first reading guide, the author states, "for membership in the community implies the ability to communicate with others. You have to have this [broad-based] education if you are going to be an effective citizen of a democracy; for citizenship requires that you understand the world in which you live and that you do not leave your duties to be performed by others, living vicariously and vacuously on their virtue and intelligence."¹ Further, that "The Constitution of the United States does not require that all citizens shall be experts in everything. But its major premise, without which the whole democratic structure must collapse, is that the people will be informed enough, intelligent enough, and interested enough to judge the policies proposed to them by those whom they have chosen, with information, intelligence, and interest, to represent them."²

The first Master Plan for the libraries, the Waters Study, posits that "In today's urbanized world information about a local community may be critical to the quality of life in that community. The increased need for information requires that information channels and resourced be organized with a well-known access point for the public. A mechanism for marshalling the information resources for the community may be critical to the ability of the community to retain its identity and to function at a level above the basic services of water, streets, police and fire protection."³

The recommendations and points of focus from former Master Plan updates are still largely relevant: some concerns have been answered while others have not. Additional concerns have arisen, and new technology has changed the nature of the services provided since the ordinance passed by the Board of County Commissioners in 1977 that founded the library system as a free public library system for the entire county.

Technology has changed our lives in many ways, but the need for both knowledge-based and social literacy remain a constant in any community. It is clear that the residents of the county believe that the free public library system is an essential public service that contributes to the overall well-being of the community.

The following recommendations are made to St. Johns County Board of County Commissioners as they plan for the future of their residents.

Citations:

1. *A General Introduction to the Great Books and to a Liberal Education*, by Mortimer J. Adler and Peter Wolff, Encyclopaedia Britannica, Inc., Chicago, 1959 p. vi
2. *A General Introduction to the Great Books and to a Liberal Education*, by Mortimer J. Adler and Peter Wolff, Encyclopaedia Britannica, Inc., Chicago, 1959 pp. vi-vii
3. *A Plan for the 1980's, Improved Public Library Service for St. Johns County, A Study with Recommendations* Prepared by HBW Associates, Inc. page 11

I. PROGRAMMATIC

A. BRANCH AUTONOMY

The current policy of allowing a great deal of autonomy for each branch is working well for the diverse user groups and should be continued. It should be noted that the autonomy does not extend to policy or procedure, but only to the interaction with the patron community.

There is some debate in the wider library world as to whether dedicated collections are better than a system-wide collection. Some Friends groups are understandably anxious to have the book collections that they have gifted to their branch remain at the branch. This particular element of the library system procedure is one that should be carefully examined with the Friends groups, as those groups bring a tremendous benefit to each branch in terms of volunteers, programs, book gifts, and fundraising for general improvements and special projects at their home branches. It is likely that the approach to this question will change over time, and no attempt is made to forecast or to recommend a specific direction.

Employees at each of the branches are currently dedicated solely to that branch, although they may 'float' to assist another branch experiencing a shortfall. It is recommended that as long as the user communities remain as diverse and unique as they are, that the employees continue to be dedicated to a specific branch, and the system not move into a 'system wide' pattern of employment. It is important for the employees at a branch to understand its patron base, to provide continuity and a familiarity of service, and to be able to focus on the unique needs and desires of the community that patronizes the branch.

Recommendation:

The long-range planning for employment within the library system of the county should be based as nearly as possible on the standards given by the Florida Library Association. This includes having an Assistant Library Director as well as additional staffing at the branch level, and those employees should be considered branch-specific, with some part-time floaters helping to provide assistance wherever a shortage is being experienced. These floaters should not be used to make up shortages of dedicated branch employees caused by understaffing of the system.

B. PROGRAMS

Each branch currently has a great deal of latitude in the programs that it provides its patrons, and that has proven to be beneficial to the overall community. The Friends groups participate in many of the programs and their participation should be encouraged and reinforced with this degree of latitude.

There is a good mixture of public outreach to a variety of age groups and interests. Programs run the full spectrum; early childhood reading programs (very heavily attended); high school test preparation seminars; tax preparation assistance; historical programs; senior exercise programs; general financial literacy programs; travel and cultural experience programs; art experience programs; and just general fun learning experiences. All in all, the programs seek to incorporate both knowledge-based and social literacy skills.

Recommendation:

It is recommended that long-range plans include the understanding of the importance of community and public space in the library branches, and that building plans for new branches include generous allowance for this type of space. Long-range plans for branch renovation to correct architectural mistakes, update building configuration, and reconfigure components (e.g. the 'rear' entrance needed at the Main Library) should be included in considerations. A well-considered program of building upgrades should be developed by the Facilities Management department in coordination with the library system staff, and a plan to fund that program over time should become a set component of the annual county budget.

II. CAPITAL IMPROVEMENTS

A. BRANCH EXPANSION

Part Two, Section VI *Conclusions: Current State of the System* brought forth the existing shortfall in service provision of the St. Johns County Public Library System due to the increase and redistribution of population within the county. The system falls short of accepted best management practices given by the Florida Library Association in nearly every metric.

Part Three, Section I *Future* examined the benefits of either a “No Action” Plan or of a planned Branch Expansion plan. The tables and the maps in that section allow for development of an image of the public library system through time where there is, and where there is not a planned program of sustainability.

The Waters Study, referenced in Part One, Section IB recognized, in 1983 that the areas of future growth in the County were in the northeast and the northwest. The need for at least one, and preferably two new branches was identified in the Master Plan update from 1999. That need has grown and is now a demonstratable critical shortfall in provision of public service.

Recommendation:

It is recommended that the St. Johns County Board of County Commissioners take immediate steps to respond to a current dramatic shortfall in library facilities, and to direct their staff to develop a program of capital improvements for the public library system that will move toward reducing the public service shortfall and will provide a sustainable library system for the residents and visitors to the county. The capital improvement program should address both immediate and long-range steps to be taken.

At the present time, at least two new branches are needed: one at 50,000 square feet, and one at 20,000 square feet (see *Map 10: Library Branch Expansion Service Areas*, and *Table 15: 2038 Planning Metrics / 2 Additional Branches*). Even with these two branches, there is a predictable shortfall in facility sufficiency within the recommended twenty-year planning horizon. Nevertheless, the two new branches would prevent the current critical shortfall from being exacerbated.

B. REVENUE ALTERNATIVES

“Libraries must look at how to sustain their organization. Sustainability must be defined in terms of financial sustainability, exploring new and innovative funding strategies; developing and sustaining library staff; sustaining technology and physical infrastructures; and sustaining digital and traditional collections.”¹

It is the reality of a mandatory balanced budget that not every shortfall can be addressed immediately. However, without a definite plan, no shortfall will ever be addressed.

The revenue alternatives specific to the public library system include:

- User Fees
- Impact Fees
- Concurrency / Level of Service Standards
- Partnering (private sector and / or special governmental units such as CDDs)
- Special Taxing District
- Bonds

It is not the aim of this study to discuss funding alternatives in depth. St. Johns County has a strong and versatile Office of Budget and Management and economic implications of each alternative, and perhaps of additional alternatives, are more appropriately generated by them or by an economist.

Each of the alternatives has benefits and shortcomings. The first, User Fees, would impact the county’s ability to receive funding for the library system, and may result in the requirement to repay grant funds used to construct two of the system branches. Please review Part One, Section III B *State of Florida Laws and Policies*.

Additional opportunity comes from the entitled project in St. Johns County that have committed to donate or otherwise transfer a library site to the County.

Recommendation:

It is recommended that the St. Johns County Board of County Commissioners direct their staff to investigate funding options that would allow an immediate program of branch expansion.

A budgetary line item reserving funds for additional library facilities should be developed and added to in each budget cycle so that when this master plan is updated in or before 2028, the County will be able to respond in a timely manner should it become evident that more than the two additional branches are necessary to properly serve the public.

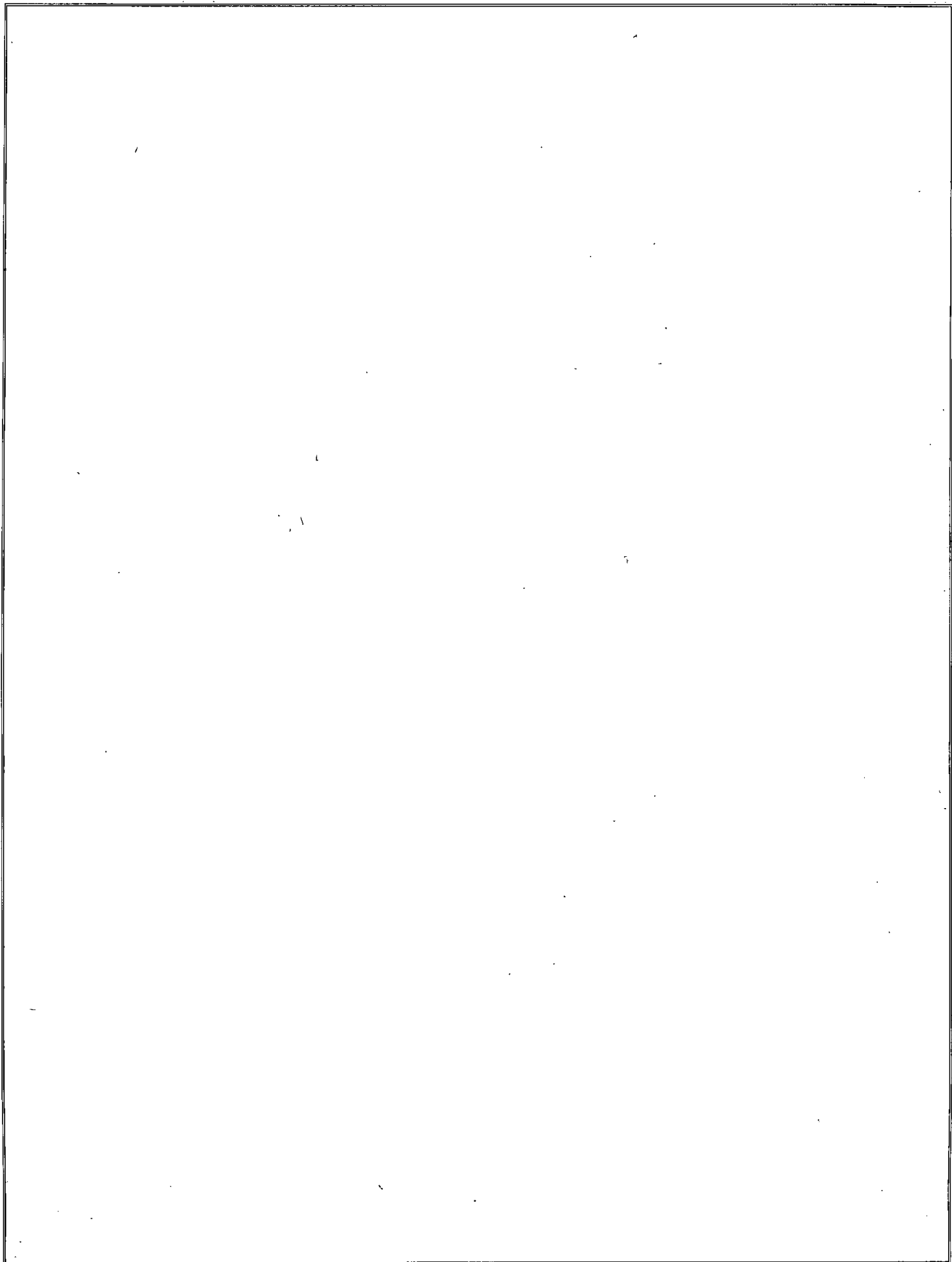
Citation:

1. *Florida Libraries Transform Communities LSTA Plan 2018-2022*, Florida Department of State, Florida Division of Library and Information Sciences, 2017, page 9

APPENDIX SECTION

APPENDIX 1

LIBRARY SYSTEM ANNUAL PLAN



RESOLUTION NO. 2018 - 435

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS
OF ST. JOHNS COUNTY, FLORIDA, APPROVING THE LIBRARY'S
ANNUAL PLAN OF SERVICE 2018-2019, AS REQUIRED BY THE
STATE LIBRARY OF FLORIDA IN ORDER TO RECEIVE ANNUAL
STATE AID TO LIBRARIES GRANT FUNDING IN FY2019.**

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

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

WHEREAS, the St. Johns County Public Library System strives to provide the highest quality programs and services to the citizens of St. Johns County, as outlined in its Long-Range Plan 2017- 2019; and

WHEREAS, a required component of the State Aid to Libraries grant application process involves approval by the Board of County Commissioners of the St. Johns County Public Library System's Annual Plan of Service; and

WHEREAS, the programs and services contained in the 2018-2019 Annual Plan of Service are reflected in St. Johns County's 2018-2019 budget; and

WHEREAS, the St. Johns County Public Library System has prepared an Annual Plan of Service for fiscal year 2018-2019.

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

1. The above recitals are hereby incorporated into the body of this Resolution, and are adopted as Finding of Fact.
2. The Board of County Commissioners hereby approves the Library's Annual Plan of Service 2018-2019, a required component of the State Aid to Libraries grant application.
3. To the extent that there are typographical or administrative errors that do not change the tone, tenor, or concept of this Resolution, this Resolution may be revised without subsequent approval by the Board of County Commissioners.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, State of Florida, this 20th day of November, 2018.

ATTEST: Hunter S. Conrad, Clerk

By: Sam Halterman
Deputy Clerk



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

By: Paul M. Waldron
Paul M. Waldron, Chair

RENDITION DATE 1/10/19

St. Johns County Public Library System

Annual Plan of Service 2018 - 2019 *"Connect, Learn, Enjoy @Your Library"*

I. Connect

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

Measures to be Collected:

- Number of circulations of downloadable titles
- Number of Tech items circulated

Activities:

- Investigate circulating technology for the public (i.e., mifi, Roku, etc.)
- Monitor usage of digital downloads and adjust services accordingly and as library budgets allow.
- Follow trends in the use of e-readers and digital devices, monitor usage of library's devices, and adjust services accordingly and as budget allows.

II. Learn

Staffing: Continue to improve the quality of customer service at SJCLPS.

Measures to be Collected:

- Number of community responses to library surveys
- Number of comment cards submitted
- Number of staff receiving customer service training
- Number of mobile positions created

Activities:

- Emphasize customer service throughout the library system.
- Provide customer service training to all staff annually, at a minimum at SJCLPS Staff Development Day.
- Investigate internal mobile library services to eliminate the desks, eliminate the barriers, and improve customer services.
- Continue to collect feedback from patrons to gauge success of customer service.
- Identify procedures, policies, etc. that can be modified to be more customer friendly.
- Explore ways that staff can be empowered to act on behalf of patrons.

III. Enjoy

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

Measures to be Collected:

- The circulation of fiction in all formats will increase by .5% annually
- The circulation of non-fiction in all formats will increase by 1.0% annually
- Number of materials borrowed or added
- Number of patron requests for new materials received

Activities:

- The library system will sponsor St. Johns Reads annually.
- The library system will offer book discussions outside the library.
- The library system will support, and actively promote, the Florida Heritage Book Festival.
- The library system will evaluate how the collection is being used and will revise purchasing as needed, based upon patron requests for materials/subjects.

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

Measures to be Collected:

- Number and capacity of library meeting rooms available to the public
- Number of people visiting the libraries annually
- Number and frequency of groups using library meeting rooms
- Number of work orders submitted to Facilities Maintenance
- Number of public comments/complaints about library facilities
- Number of incident reports

Activities:

- Create and maintain sufficient spaces for community groups to meet.
- Update internal/external signage at the libraries.
- Explore ways of rearranging areas of the libraries to meet competing needs for use.
- Maintain communication with County Administration and the BCC regarding the library system's long- and short-term capital needs.

IV. @Your Library

Sustainability: Actively seek supplemental sources of revenue.

Measures to be Collected:

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

Activities:

- Seek appropriate grant and foundation opportunities.
- Actively promote online electronic payment options for accepting donations.
- Actively promote the individual FOL organizations and the benefits of membership.
- Maintain the alignment of the Friends' efforts with the libraries' needs.
- Maintain a strong, well-informed Library Advisory Board that makes decisive recommendations in accordance with its oversight role within the Library-BCC structure.
- Cultivate advocacy roles for both LAB and FOL members on behalf of the library community.
- Continue to increase the efficiency and effectiveness of library operations and procedures.

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

Measures to be Collected:

- Number of community programs presented (at non-library locations)
- Number of persons attending community programs (at non-library locations)
- Number of social network followers
- Number of agencies linking to library website
- Number of newsletter recipients

Activities:

- Provide presentations to inform the community about library resources and programs.
- Develop relationships with local media outlets to tell the library story.
- Develop best practices for use of social media to showcase local programming and culture.
- Maintain monthly SJCPLS e-newsletter.
- Continue to work on SJCPLS branding.

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

Measures to be Collected:

- Number of new staff positions created
- Number of staff re-classification requests submitted
- Number of staff promoted into higher classifications
- Number of staff receiving training
- Number of hours of staff training received
- Number of new volunteers recruited and trained

Activities:

- Work with Personnel Services to conduct an internal audit of all library positions and update position classifications and job descriptions.
- Continue to explore the use of shared and rotating staffing throughout system.
- Expand the opportunities for, and use of, volunteers throughout library system.
- Continue providing internal opportunities for professional growth and promotion.
- Examine roles of support staff and explore ways their education/experience can be better utilized by library, creating more vesting in day-to-day library operations.
- Invest in professional development.

V. Evaluation

This plan is for fiscal year 2018-2019. Library staff will develop activities to attain the objectives. The staff will examine the progress quarterly. The Library Advisory Board will examine the progress in achieving objectives annually. This process may result in changes to the objectives in response to new developments and opportunities for the library and the County.

APPENDIX 2

ST. JOHNS COUNTY ORDINANCE 77-34

ORDINANCE NUMBER 77-34

INTRODUCED BY COMMISSIONER WILES

AN ORDINANCE CREATING A ST. JOHNS COUNTY PUBLIC LIBRARY ADVISORY BOARD; PROVIDING FOR THE PREPARATION OF A BUDGET FOR THE ST. JOHNS COUNTY PUBLIC LIBRARY SYSTEM; PROVIDING FOR THE DESIGNATION OF LIBRARIES WITHIN SAID SYSTEM BY THE BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY AND FOR AN ANNUAL APPROPRIATION FOR SAID SYSTEM; PROVIDING FOR THE EMPLOYMENT OF A COUNTY LIBRARIAN AND OTHER EMPLOYEES OF SAID SYSTEM; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Florida Statutes, Section 125.01 (6), as amended by Chapter 71-14, Laws of Florida, gives the Board of County Commissioners of St. Johns County the power to provide libraries; and,

WHEREAS, it is the purpose of this ordinance to establish a St. Johns County Public Library Advisory Board, and to operate and maintain a free public library service within St. Johns County.

NOW, THEREFORE, be it ordained by the Board of County Commissioners of St. Johns County, Florida:

Section 1. Creation of Library Advisory Board. There shall be created the St. Johns County Public Library Advisory Board, as provided by the Board of County Commissioners, to advise in the establishment, operation and maintenance of a free public library service within St. Johns County to be known as the St. Johns County Public Library System. Said St. Johns County Public Library Advisory Board shall be a part of the administrative function of county government and shall be an advisory board to the Board of County Commissioners of St. Johns County on the establishment, operation and maintenance of a free public library service within St. Johns County.

Section 2. County Librarian. The responsibility for operating and maintaining the St. Johns County Public Libraries shall be delegated to a County Librarian, qualified according to the standards established by the County Commissioners of St. Johns County. The County Librarian shall have charge of the administration of the public libraries, subject to the review of the Board of County Commissioners.

Section 3. Employees of the Library. The County Librarian shall hire such employees at such salaries, duties and compensation as authorized from time to time by the Board of County Commissioners of St. Johns County. All such employees shall be deemed to be employees of St. Johns County, and shall serve at the discretion of the Board of County Commissioners of St. Johns County.

Section 4. Designation of Free Public Library System. The Board of County Commissioners shall designate from time to time the free public libraries within St. Johns County operated by municipalities, special taxing districts or non-profit library corporations that shall be incorporated into the St. Johns County Public Library System. The Board of County Commissioners of St. Johns County may contract with any such municipality, special taxing district or non-profit library corporation to set forth the terms of participation and the duties, responsibilities and benefits of such municipality, special taxing district or non-profit library corporation within the St. Johns County Public Library System.

Section 5. Budget and Reports. The County Librarian of St. Johns County shall file a tentative budget for the ensuing fiscal year with the Board of County Commissioners of St. Johns County at the time and in the manner required each year by the Board of County Commissioners. On or before October 1 of each year, the Library Advisory Board shall file with the County Commissioners of St. Johns County a report of the operations of the public library service during the last fiscal year, giving such statistics and information as required for time to time by the Board of County Commissioners.

COMMISSIONERS' MINUTES 4, PAGE 11

Section 6. Library Appropriation. Upon receipt of the tentative budget from the County Librarian and the Library Advisory Board, the Board of County Commissioners of St. Johns County may appropriate and budget from the general funds as they deem necessary for the operation and maintenance of the St. Johns County Public Library System. The expenditure of such funds shall be paid by warrants drawn by the Board of County Commissioners of St. Johns County according to the policies and procedures established by the Board from time to time for expenditures of county funds.

Section 7. Gifts, Bequests and Grants. The Board of County Commissioners of St. Johns County is authorized to receive any gift, bequest, grant or device for the St. Johns County Public Library System. Any such grants, monies, goods, books, supplies, or equipment received under this section shall be held in trust by the Board of County Commissioners of St. Johns County for use in the St. Johns County Public Library System.

Section 8. This ordinance shall become effective immediately upon passage as provided in the Florida Statutes.

DONE AND ADOPTED in Regular Session this 27th day of September, 1977.

BOARD OF COUNTY COMMISSIONERS
OF ST. JOHNS COUNTY, FLORIDA

BY: W. Earl Byrd
Chairman

ATTEST: Olivia Lanton
Clerk

(SEAL)

COMMISSIONERS' MINUTES 4, PAGE 11



The St. Augustine Record
PUBLISHED EVERY AFTERNOON EXCEPT SUNDAY
ST. AUGUSTINE AND ST. JOHNS COUNTY, FLORIDA

STATE OF FLORIDA,
COUNTY OF ST. JOHNS.

Before the undersigned authority personally appeared
Bert E. James who on oath says that he is
Advertising Manager of the St. Augustine Record, a
newspaper published at St. Augustine in St. Johns County, Florida;
the attached copy of advertisement, being a Legal Notice
Notice of Board of County Commissioners Meeting
in the matter of _____
Library Advisory Board
in the _____ Court,
published in said newspaper in the issues of _____
September 9, 1977

Affiant further says that the St. Augustine Record is a newspaper
published at St. Augustine, in said St. Johns County, Florida, and that the
newspaper has heretofore been continuously published in said St. Johns
County, Florida, each day, except Sundays, and has been entered as second
class mail matter at the post office in the City of St. Augustine, in said
St. Johns County, Florida, for a period of one year next preceding the first
publication of the attached copy of advertisement; and affiant further says
that he has neither paid nor promised any person, firm or corporation any
gift, rebate, commission or refund for the purpose of securing this
advertisement for publication in the said newspaper.

Witness my hand and subscribed before me
26 day of September,
1977

Myrtle M. Ford
Notary Public.

NOTICE IS HEREBY GIVEN THAT THE BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY, FLORIDA, AT ITS REGULAR MEETING ON SEPTEMBER 27, 1977, AT 3:00 P.M. IN THE COUNTY COMMISSIONERS' ROOM, ST. JOHNS COUNTY COURTHOUSE, ST. AUGUSTINE, FLORIDA, WILL CONSIDER THE PASSAGE OF THE FOLLOWING ORDINANCE:

AN ORDINANCE CREATING A ST. JOHNS COUNTY PUBLIC LIBRARY ADVISORY BOARD, PROVIDING FOR THE PREPARATION OF A BUDGET FOR THE ST. JOHNS COUNTY PUBLIC LIBRARY SYSTEM, PROVIDING FOR THE DESIGNATION OF PUBLIC LIBRARIES WITHIN SAID SYSTEM BY THE BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY AND FOR AN ANNUAL APPROPRIATION FOR SAID SYSTEM, PROVIDING FOR THE EMPLOYMENT OF A COUNTY CLERK AND OTHER EMPLOYEES OF SAID SYSTEM, PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Florida Statutes, Section 125.01 (9), as amended by Chapter 71-14, Laws of Florida, gives the Board of County Commissioners of St. Johns County the power to provide libraries; and,

WHEREAS, it is the purpose of this ordinance to establish a St. Johns County Public Library Advisory Board, and to operate and maintain a free public library service within St. Johns County.

NOW, THEREFORE, be it ordained by the Board of County Commissioners of St. Johns County, Florida, that:

Section 1. Creation of Library Advisory Board. There shall be created the St. Johns County Public Library Advisory Board, as provided by the Board of County Commissioners, to advise in the establishment, operation and maintenance of a free public library service within St. Johns County to be known as the St. Johns County Public Library System. Said St. Johns County Public Library Advisory Board shall be a part of the administrative function of county government and shall be an advisory board to the Board of County Commissioners of St. Johns County on the establishment, operation and maintenance of a free public library service within St. Johns County.

Section 2. County Librarian. The responsibility for operating and maintaining the St. Johns County Public Libraries shall be delegated to a County Librarian, qualified according to the standards established by the County Commissioners of St. Johns County. The County Librarian shall have charge of the administration of the public libraries, subject to the review of the Board of County Commissioners.

Section 3. Employees of the Library. The County Librarian shall hire such employees at such salaries, duties and compensation as authorized from time to time by the Board of County Commissioners of St. Johns County. All such employees shall be deemed to be employees of St. Johns County, and shall serve at the discretion of the Board of County Commissioners of St. Johns County.

Section 4. Designation of Free Public Library System. The Board of County Commissioners shall designate from time to time the free public libraries within St. Johns County operated by municipalities, special taxing districts or non-profit library corporations that shall be incorporated into the St. Johns County Public Library System. The Board of County Commissioners of

St. Johns County may contract with any such municipality, special taxing district or non-profit library corporation to set forth the terms of participation and the duties, responsibilities and benefits of such municipality, special taxing district or non-profit library corporation within the St. Johns County Public Library System.

Section 5. Budget and Reports. The County Librarian of St. Johns County shall file a tentative budget for the ensuing fiscal year with a Board of County Commissioners of St. Johns County at the time and in the manner required each year by the Board of County Commissioners. On or before October 1 of each year, the Library Advisory Board shall file with the County Commissioners of St. Johns County a report of the operation of the public library service during the last fiscal year, giving such statistics and information as required for time to time by the Board of County Commissioners.

Section 6. Library Appropriation. Upon receipt of the tentative budget from the County Librarian and the Library Advisory Board, the Board of County Commissioners of St. Johns County may appropriate and budget from the general funds as they deem necessary for the operation and maintenance of the St. Johns County Public Library System. The expenditure of such funds shall be paid by warrants drawn by the Board of County Commissioners of St. Johns County according to the policies and procedures established by the Board from time to time for the expenditure of county funds.

Section 7. Gifts, Bequests and Grants. The Board of County Commissioners of St. Johns County is authorized to receive any gift, bequest, grant or device for the St. Johns County Public Library System. Any such grants, monies, goods, books, supplies or equipment received under this section shall be held in trust by the Board of County Commissioners of St. Johns County for use in the St. Johns County Public Library System.

Section 8. This ordinance shall become effective immediately upon passage as provided in the Florida Statutes.

BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY,

BY: _____ Its Clerk



BRUCE A. SMATHERS
SECRETARY OF STATE

Secretary of State

STATE OF FLORIDA
THE CAPITOL
TALLAHASSEE 32304

MARY L. SINGLETON
Director, Division of Elections
904/488-7890

September 29, 1977

FILED

Honorable Oliver Lawton
Clerk of Circuit Court
Post Office Drawer 299
St. Augustine, Florida 32084

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CLERK CIRCUIT COURT

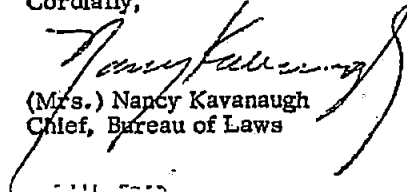
Attention: Marie Spaulding, Deputy Clerk

Dear Mr. Lawton:

Pursuant to the provisions of Section 125.66, Florida Statutes, this will acknowledge your letter of September 27 and certified copy of St. John County Ordinance No. 77-34, which was received and filed in this office on September 29, 1977.

Kindest regards.

Cordially,


(Mrs.) Nancy Kavanaugh
Chief, Bureau of Laws

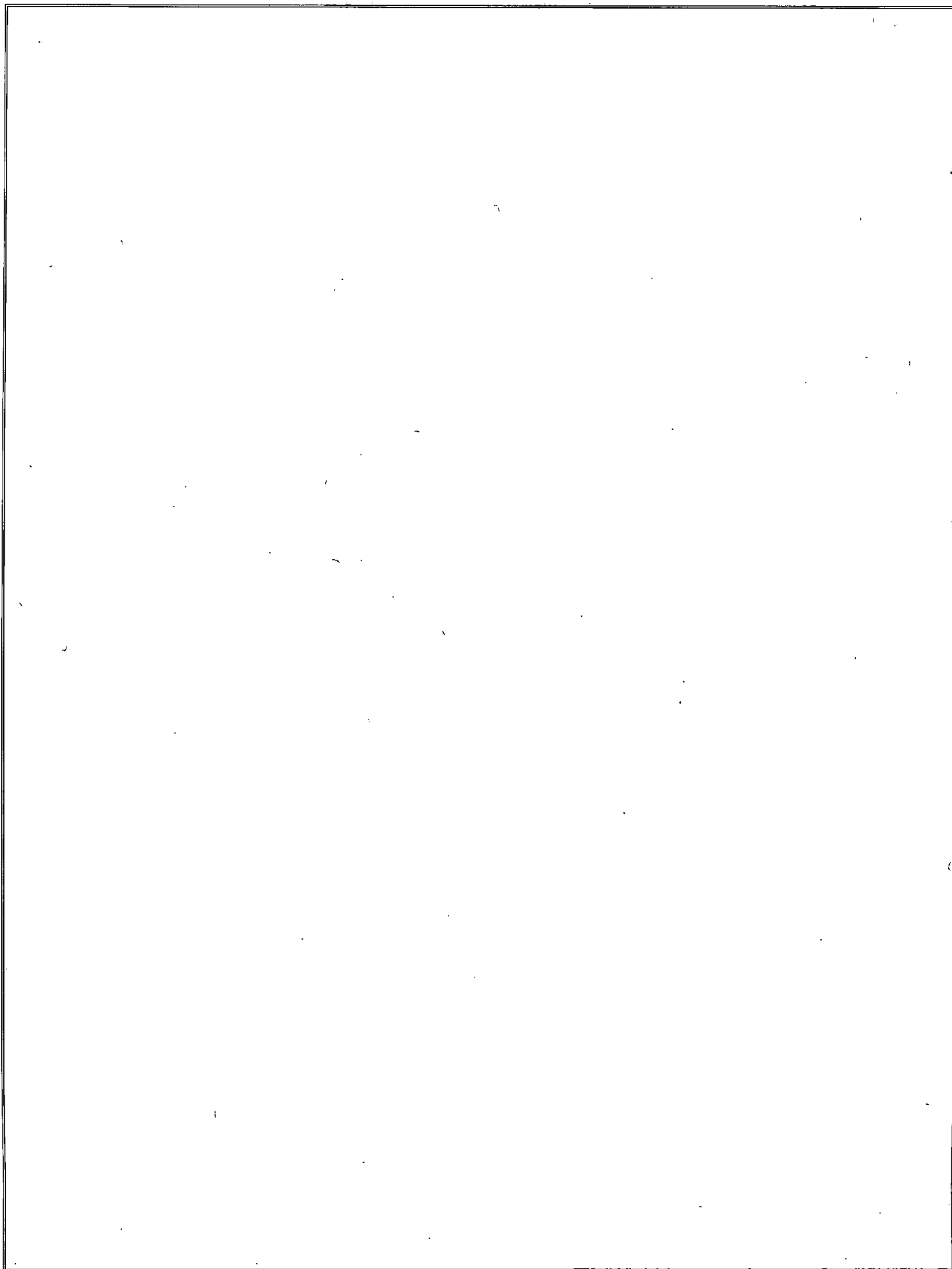
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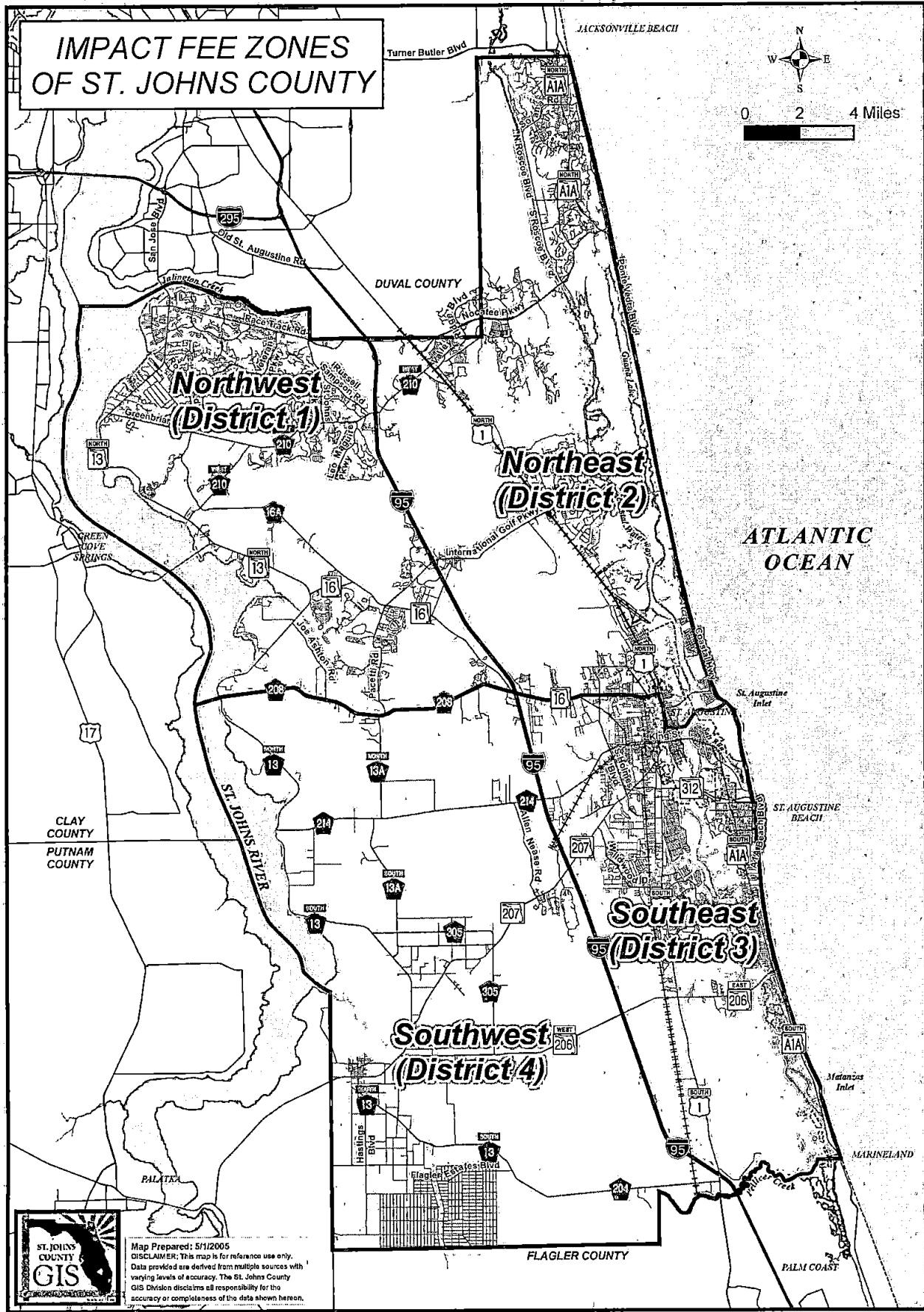
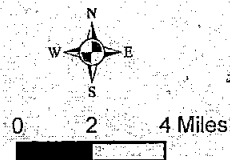
CLERK CIRCUIT COURT

APPENDIX 3

ST. JOHNS COUNTY IMPACT FEE ZONES



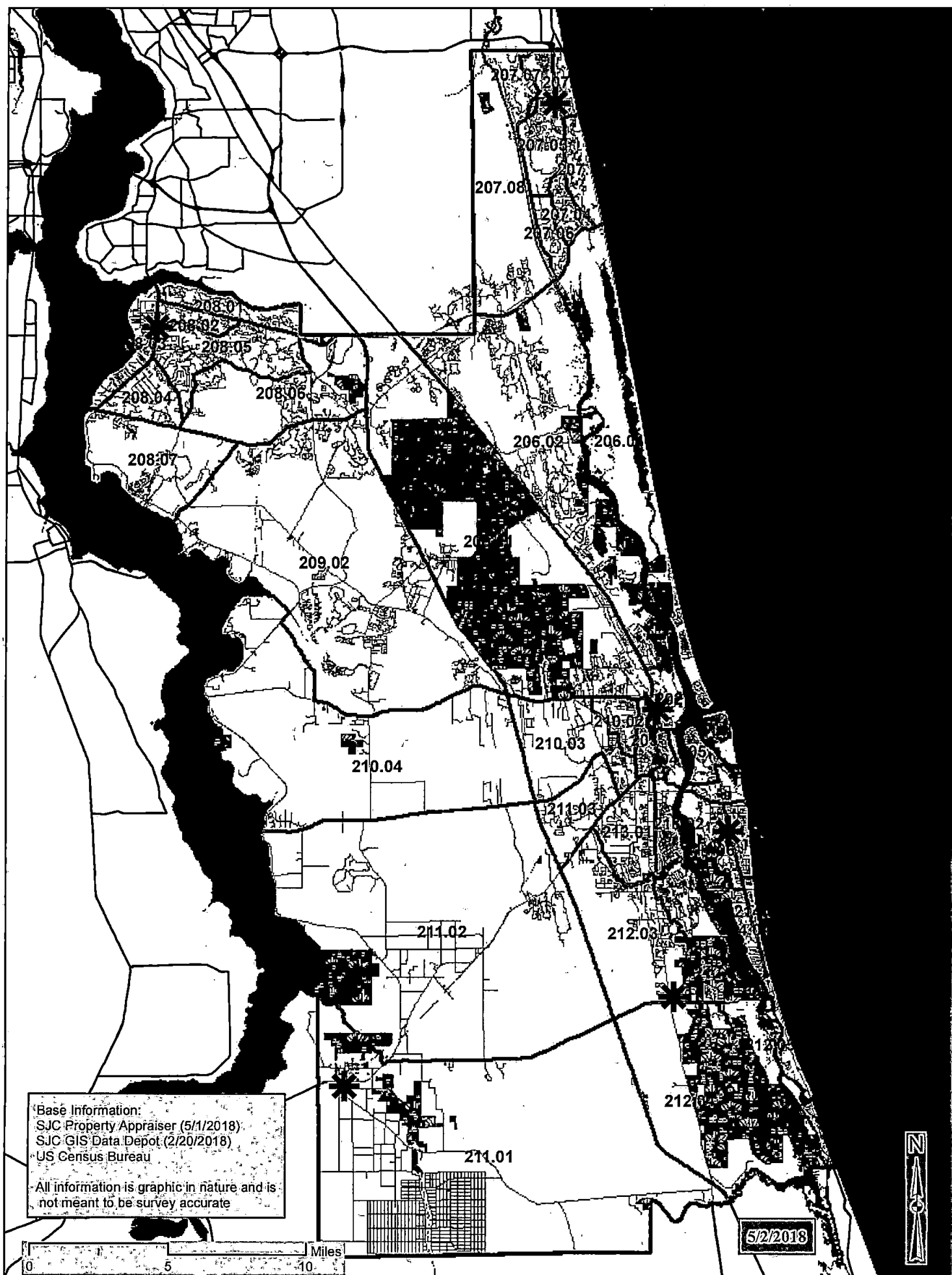
IMPACT FEE ZONES OF ST. JOHNS COUNTY



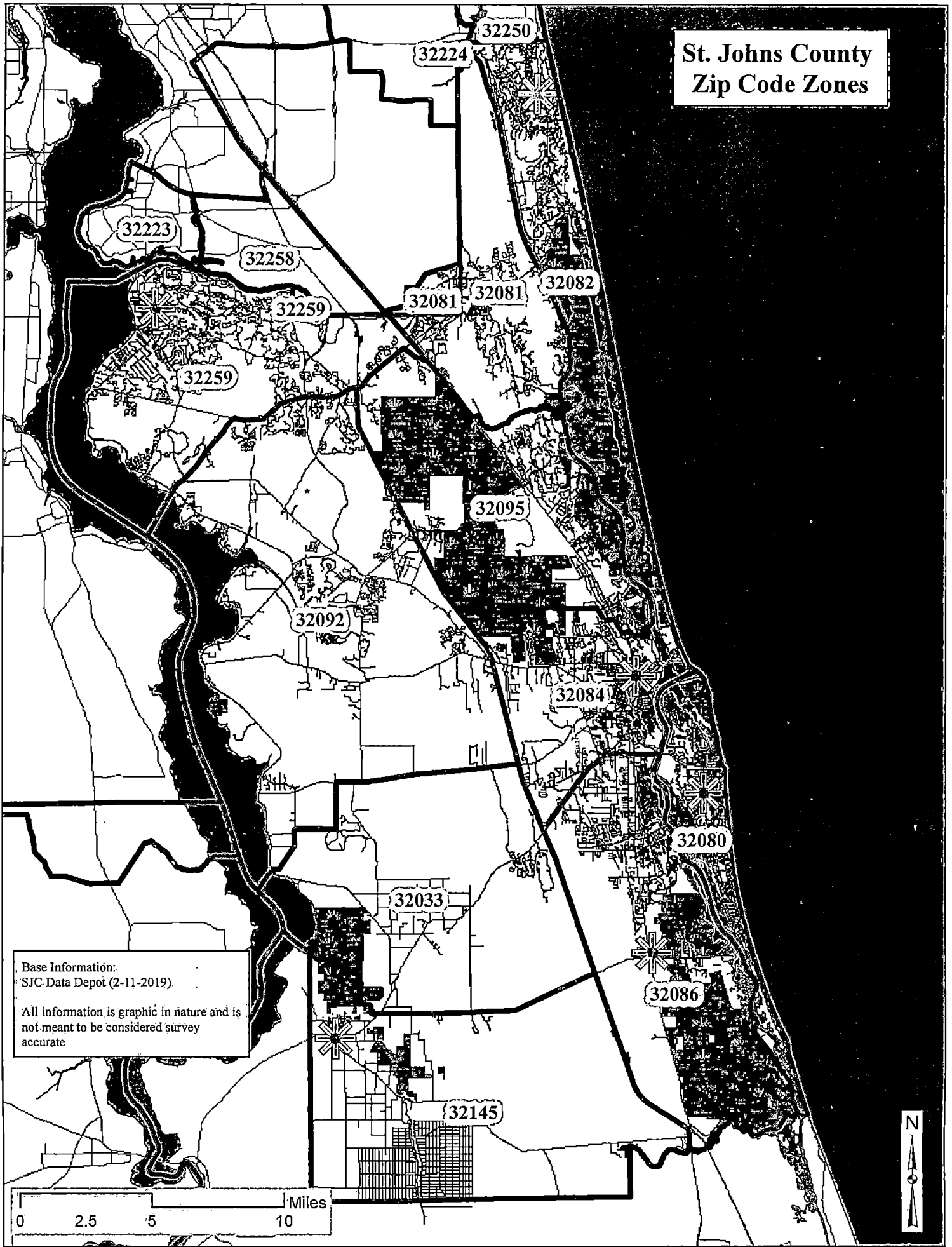
Map Prepared: 5/12/2005
 DISCLAIMER: This map is for reference use only.
 Data provided are derived from multiple sources with
 varying levels of accuracy. The St. Johns County
 GIS Division disclaims all responsibility for the
 accuracy or completeness of the data shown herein.

APPENDIX 4

**ST. JOHNS COUNTY
CENSUS TRACTS
&
ZIP CODE ZONES**



**St. Johns County
Zip Code Zones**



APPENDIX 5

**SURVEY RESULTS:
CURRENT STATE OF THE LIBRARY SYSTEM**

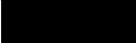
Item Frequency Report

St. Johns County Public Library System - Current Use and Facilities Survey

1. As a note: You must be at least 18 years old to fill out this survey. Please check the box to show us that you are indeed 18 or older. Thank you!		Response Percent	Response Total
I am at least 18 years old		98%	4703
I am under 18 years old		2%	75
Total Responses			4778

2. Are you a resident of St. Johns County?		Response Percent	Response Total
Yes		97%	3781
No		3%	100
Total Responses			3881

3. Do you live inside the city limits of one of the following cities?		Response Percent	Response Total
City of St. Augustine		19%	739
City of St. Augustine Beach		7%	268
I do not live inside the limits of either of these cities		75%	2970
Total Responses			3977

4. What is your zip code (of your home or your temporary residence if a long-term visitor)?		Response Percent	Response Total
32004		0%	9
32033		2%	63
32080		15%	578
32081		11%	422
32082		17%	669
32084		13%	509
32085		0%	7
32086		13%	509
32092		10%	380
32095		3%	119
32145		1%	33
32259		16%	646
32260		0%	3

4. What is your zip code (of your home or your temporary residence if a long-term visitor)?

Response
Percent

Response
Total

Total Responses

3947

5. What type of Library Card do you have?

Response
Percent

Response
Total

St. Johns County - Resident	96%	3850
St. Johns County - Non- resident (3 month)	0%	17
St. Johns County - Non- resident (1 year)	1%	31
Reciprocal card from other location	1%	34
I don't have a card	2%	66
Don't know/Prefer not to answer	0%	17
Total Responses		4015

6. Are you a registered voter?

Response
Percent

Response
Total

Yes	95%	3790
No	3%	108
Don't Know/Prefer not to answer	2%	96
Total Responses		3994

7. Approximately how many times have you visited the Library in person in the past 12 months?

Response
Percent

Response
Total

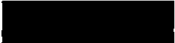
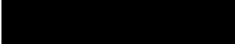
Less than 10	28%	1122
10-25	33%	1317
26-40	16%	635
41-55	9%	381
56-70	5%	203
71-85	2%	78
more than 85	7%	276
Total Responses		4012

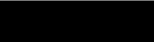
8. Which branch do you visit most often?

Response
Percent

Response
Total

Bookmobile	2%	99
Main	23%	931
Anastasia Island	13%	538

8. Which branch do you visit most often?		Response Percent	Response Total
Hastings		1%	34
Bartram Trail		19%	766
Ponte Vedra		26%	1039
Southeast (SR 206)		15%	583
Total Responses			3990

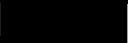
9. Approximately how long does it take you to get to the Library that you normally visit?		Response Percent	Response Total
The Bookmobile comes here		2%	69
Less than 5 minutes		17%	664
Between 5 and 10 minutes		33%	1310
Between 10 and 15 minutes		20%	797
Between 15 and 25 minutes		19%	745
Between 25 and 30 minutes		7%	300
More than 30 minutes		2%	84
I don't go because it is too far and takes too long		1%	36
Total Responses			4005

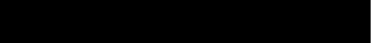
10. How do you normally get to the Library?		Response Percent	Response Total
Walk		2%	89
By private vehicle (as a rider or a driver)		95%	3810
Public Transport		0%	15
Bicycle		2%	80
Total Responses			3994

11. How much time do you spend in the Library on a typical visit?		Response Percent	Response Total
Less than 10 minutes		10%	410
Between 10 and 30 minutes		47%	1877
Between 30 and 45 minutes		21%	827
Between 45 and 60 minutes		11%	448

11. How much time do you spend in the Library on a typical visit?		Response Percent	Response Total
Between 60 and 90 minutes		7%	279
More than 90 minutes		4%	143
Total Responses			3984

12. Are you aware that the Library has a Website that offers certain services over the Internet?		Response Percent	Response Total
Yes		92%	3682
No		8%	304
Total Responses			3986

13. Which of the services offered on the Public Library Website do you frequently use?		Response Percent	Response Total
Overdrive		14%	1227
Rbdigital		2%	181
Hoopla		5%	434
Rbdigital Magazines		1%	116
Databases		7%	596
FL Electronic Library		4%	307
Florida Law Help		1%	48
eGovernment		1%	56
My account		26%	2228
Events		14%	1218
Branch Information		19%	1640
About the Library		7%	624
Total Responses			8675

14. How many times have you used these services in the past 12 months?		Response Percent	Response Total
1-10		41%	1511
11-50		38%	1391
51-100		12%	446
100-200		5%	170
More than 200		4%	149
Total Responses			3667

15. Please check ALL Library uses and services that you have used during the last 12 months:		Response Percent	Response Total
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15. Please check ALL Library uses and services that you have used during the last 12 months:

	Response Percent	Response Total
Bookmobile	3%	441
Read a book, journal or magazine in the library	12%	1767
Checked out a book or other material	23%	3457
Watched a video, CD or film in the library	4%	592
Played online games	1%	140
Got news online	3%	387
Visited a virtual museum exhibit or online museum program	1%	81
Looked for information about a service or product you are thinking of buying	4%	560
Searched the library catalog	16%	2464
Searched a bibliographic database	2%	272
Viewed and/or downloaded e-books	9%	1404
Viewed and/or downloaded articles	2%	245
Used the computer to fill out a job application	1%	85
Use the computer to fill out Social Security benefits	0%	27
Used the computer to file for Food Stamps	0%	13
Used the computer to file for other government assistance	0%	41
Attended a program hosted by the library	10%	1443
Printing / copying	4%	592
Notary service	1%	150
Attended a community meeting or public information meeting	6%	840
Total Responses		15001

16. To do volunteer work at the library**Response
Percent Response
Total**

For the library system		58%	431
For another organization		42%	316
Total Responses			747

17. Brought a child to the library**Response
Percent Response
Total**

to read or check out a book		51%	1199
for a children's program		15%	346
other		3%	79
Not applicable		31%	713
Total Responses			2337

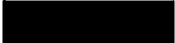
18. To meet community-based needs**Response
Percent Response
Total**

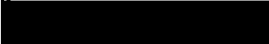
For a meeting of an organization or board		41%	537
For a public information meeting		31%	408
For a community meeting		28%	364
Total Responses			1309

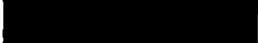
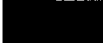
19. To meet tourism, personal or family needs**Response
Percent Response
Total**

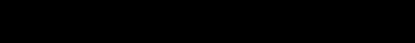
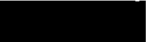
for recreational reading, viewing, listening, etc		34%	2041
for help with a day-to-day task like shopping		1%	77
for information about a hobby or how to fix something		11%	641
for information about a specific question		8%	514
for information about health or wellness		8%	511
for information about personal finance		4%	240
to learn about culture, religion, philosophy, etc		8%	477

19. To meet tourism, personal or family needs		Response Percent	Response Total
to keep up with the news		4%	273
to correspond with family and friends (email, Facebook, etc)		2%	93
for help with job hunting		1%	70
to have a place to go		8%	512
to learn about the area and area merchants		3%	173
to fill out and/or submit applications or forms		2%	116
other		6%	347
Total Responses			6085

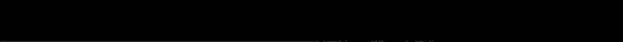
20. To meet work or job-related needs		Response Percent	Response Total
to locate a person or organization		7%	110
to get information about financial matters		7%	98
to get tax information		18%	274
to get information about starting or locating a small business		4%	67
to get information about legal matters		5%	81
to get information about marketing or sales		4%	55
to get information about management or administration		3%	52
to get information for research		19%	279
to learn about the area		12%	180
to fill out and/or submit applications or forms		6%	90
other		14%	207
Total Responses			1493

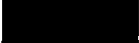
21. To meet education needs - As a student		Response Percent	Response Total
For a place to study		30%	318

21. To meet education needs - As a student		Response Percent	Response Total
to work on an assignment		28%	300
for home schooling		11%	117
for a virtual or distance education class		5%	56
for a seminar / group discussion		9%	96
other		16%	175
Total Responses			1062

22. To meet education needs - other (Retirees or Preschoolers)		Response Percent	Response Total
for a preschool program		16%	232
to continue learning		46%	674
for a virtual or distance education class		4%	61
for a seminar / group discussion		19%	277
other		16%	235
Total Responses			1479

23. How important was the information or service provided by the library in meeting your needs		Response Percent	Response Total
Essential		34%	988
Important		50%	1478
Neither important nor unimportant		7%	219
Somewhat important		7%	217
Not at all important		1%	32
Total Responses			2934

24. If there was no free Public Library, what would you do to find the same materials and services?		Response Percent	Response Total
I couldn't find a replacement for the Library		69%	2628
I don't know, but there is probably a replacement for the Library		5%	199
I would not have to do anything else		1%	27
I would use a another source		25%	930
Total Responses			3784

25. Please indicate all of the services provided by the Library that have been helpful to you:		Response Percent	Response Total
Bookmobile		3%	617
computer access		7%	1346
guidance on information/ library services		8%	1573
online services		9%	1717
databases		5%	1052
traditional books or other printed material		16%	3161
e-books, audiobooks, dvds or periodicals		12%	2368
educational programs, events, information		7%	1441
community events, information		7%	1305
Meeting/community meeting space		5%	992
childrens' activities		5%	1040
homeschooling and teacher resources		1%	281
librarian and/or staff		9%	1887
printing / copying		4%	717
Notary service		2%	301
other		1%	237
Total Responses			20035

26. What type of material/service provided by the Library is of the most interest to you?		Response Percent	Response Total
Meeting space		3%	108
Programs		9%	348
Internet service		3%	105
Newspapers / magazines / journals (Print)		2%	84
Games		0%	10
Fiction (Print)		40%	1559
Non-fiction (Print)		15%	577
Grahic novels		0%	18
Reference material (Print)		4%	148
Audiobook (of any type)		9%	335
E-book (of any type)		15%	579
Total Responses			3871

27. Free public libraries are supported by taxes and grants. Should public libraries remain free?

	Response Percent	Response Total
Absolutely	90%	3543
Probably	7%	268
Neutral on the subject	2%	87
Probably not	1%	29
Absolutely not	0%	9
Don't Know / Prefer not to answer	1%	22
Total Responses		3958

28. If you HAD to pay an annual fee for the library services, what is a reasonable cost per resident?

	Response Percent	Response Total
\$0 Library should be free	46%	1828
\$ 1 - \$10	19%	737
\$11 - \$15	6%	245
\$16 - \$20	10%	385
\$21 - \$25	11%	443
\$26 - \$35	1%	57
\$36 - \$50	3%	129
over \$50	3%	119
Total Responses		3943

29. How much do you think you pay a year in taxes that are designated for the free public library?

	Response Percent	Response Total
\$1 - \$20	41%	1444
\$21 - \$50	25%	881
\$51 - \$75	12%	411
\$75 - \$100	10%	346
over \$100	13%	442
Total Responses		3524

30. Do you think that the parking and the building size are adequate for people who use it?

	Response Percent	Response Total
Yes, both parking and building size are adequate	71%	2767
Parking is adequate but the building size is not	6%	249
The building size is adequate but parking is not	14%	554

30. Do you think that the parking and the building size are adequate for people who use it?		Response Percent	Response Total
Neither is adequate		9%	352
Total Responses			3922

31. Do you think that there are enough Public Library branches in St. Johns County?		Response Percent	Response Total
There are too many already		1%	30
There are enough branches now		37%	1459
More branches are needed		32%	1272
Don't Know/Prefer not to answer		30%	1176
Total Responses			3937

32. Is having a free public library important for the community?		Response Percent	Response Total
Essential		85%	3382
Important		13%	531
Neither important nor unimportant		1%	35
Unimportant		0%	5
Completely unnecessary		0%	8
Total Responses			3961

33. Thinking about the branch that you visit, please check all that apply:		Response Percent	Response Total
The building is well-lit		7%	3425
The parking and entrance are well-lit		6%	3034
The acoustics are well- balanced (i.e. it is quiet)		6%	2766
There are adequate safety measures in place		5%	2214
There are separated, age- appropriate spaces provided (e.g. children's area)		7%	3157
The community meeting space is adequate		4%	1904
The handicap access is appropriate		4%	1929
The entrance is easily accessed from the parking lot or public transport stop		6%	2799

33. Thinking about the branch that you visit, please check all that apply:

Response
Percent Response
Total

Bicycle parking is adequate		3%	1436
Staff is knowledgeable		7%	3360
There is an adequate number of staff present at all times		6%	2882
The services provided are adequate		6%	2706
There is an adequate amount and type of material available		4%	2090
There is adequate computer / internet access		4%	1817
The fine system for overdue material is reasonable		5%	2505
The hours are adequate		5%	2223
The branch should be open for more hours		3%	1231
The branch is open for too many hours		0%	44
The number of days the branch is open is adequate		4%	1906
The branch should be open for more days		2%	805
The branch is open for too many days		0%	40
It is convenient to get to the branch		6%	2581
Total Responses			46854

34. Is a free public library an essential service (like a school) or more of a cultural amenity?

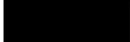
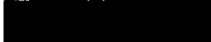
Response
Percent Response
Total

Essential Service		90%	3521
Cultural Amenity		8%	312
Don't know		2%	95
Total Responses			3928

35. What is your age?

Response
Percent Response
Total

18 - 29		3%	104
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35. What is your age?		Response Percent	Response Total
30 - 44		20%	798
45 - 54		14%	554
55 - 65		23%	899
over 65		38%	1516
Prefer not to answer		3%	108
Total Responses			3979

36. What gender do you identify yourself as?		Response Percent	Response Total
Male		21%	828
Female		77%	3047
Prefer not to answer		2%	93
Total Responses			3968

37. Which of the following best describes you?		Response Percent	Response Total
White		87%	3428
Hispanic		2%	90
Black or African American		1%	44
Asian or Pacific Islander		2%	67
Other		1%	48
Prefer not to answer		7%	282
Total Responses			3959

38. Which of the following best describes your employment/employer?		Response Percent	Response Total
Work as a homemaker		10%	413
Not employed - Looking for work		1%	32
Not employed - Not looking for work		1%	42
Retired		44%	1731
Unable to work		1%	20
Self-employed		8%	329
Small Business (under 50 employees)		5%	197
Large Business (more than 50 employees)		8%	314
Government Agency		3%	136
Education (Pre-K-12)		6%	239

38. Which of the following best describes your employment/employer?		Response Percent	Response Total
Education (College or University)		3%	119
Non-profit		2%	71
Healthcare		5%	185
Other		3%	131
Total Responses			3959

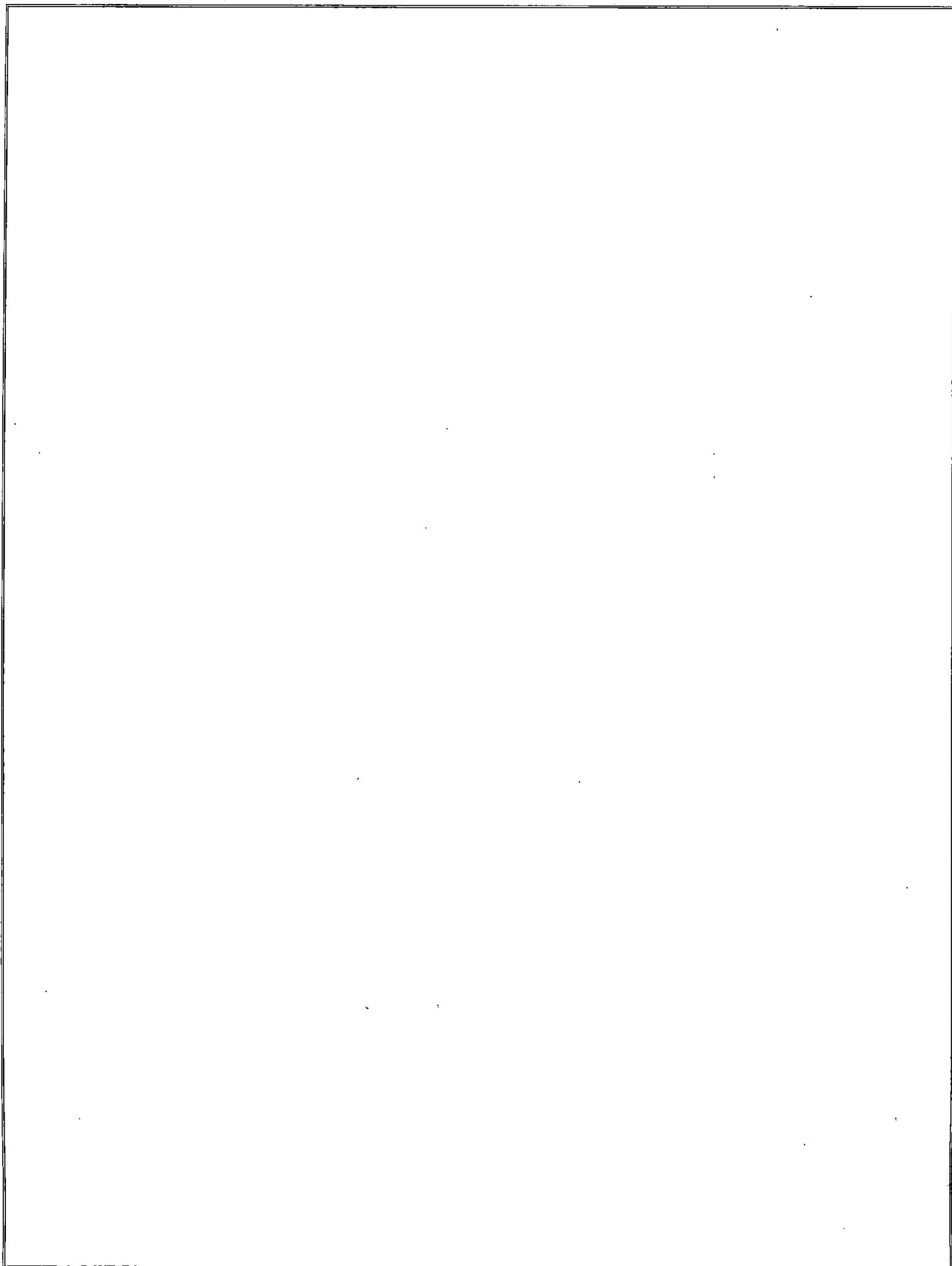
39. Approximately what is your total HOUSEHOLD income before taxes?		Response Percent	Response Total
under \$30,000		6%	251
\$30,000 - \$50,000		10%	393
\$51,000 - \$75,000		14%	561
\$75,100 - \$150,000		28%	1100
More than \$150,000		12%	459
Prefer not to answer		30%	1176
Total Responses			3940

40. What is the highest level of education that you have completed?		Response Percent	Response Total
Did not complete high school		0%	6
High School		9%	364
College-undergraduate		45%	1807
Graduate degree		37%	1486
PhD		4%	158
Prefer not to answer		4%	158
Total Responses			3979



APPENDIX 6

**VISIONING WORKSHOPS
ATTENDANCE SHEETS & NOTES**



St. Johns County Public Library System

Visioning Workshop

March 17, 2019

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St. Johns County Public Library System
Visioning Workshop / Nocatee

March 24, 2019

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March 24, 2019

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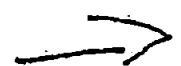
**St. Johns County Public Library System
Visioning Workshop / Nocatee**

March 24, 2019

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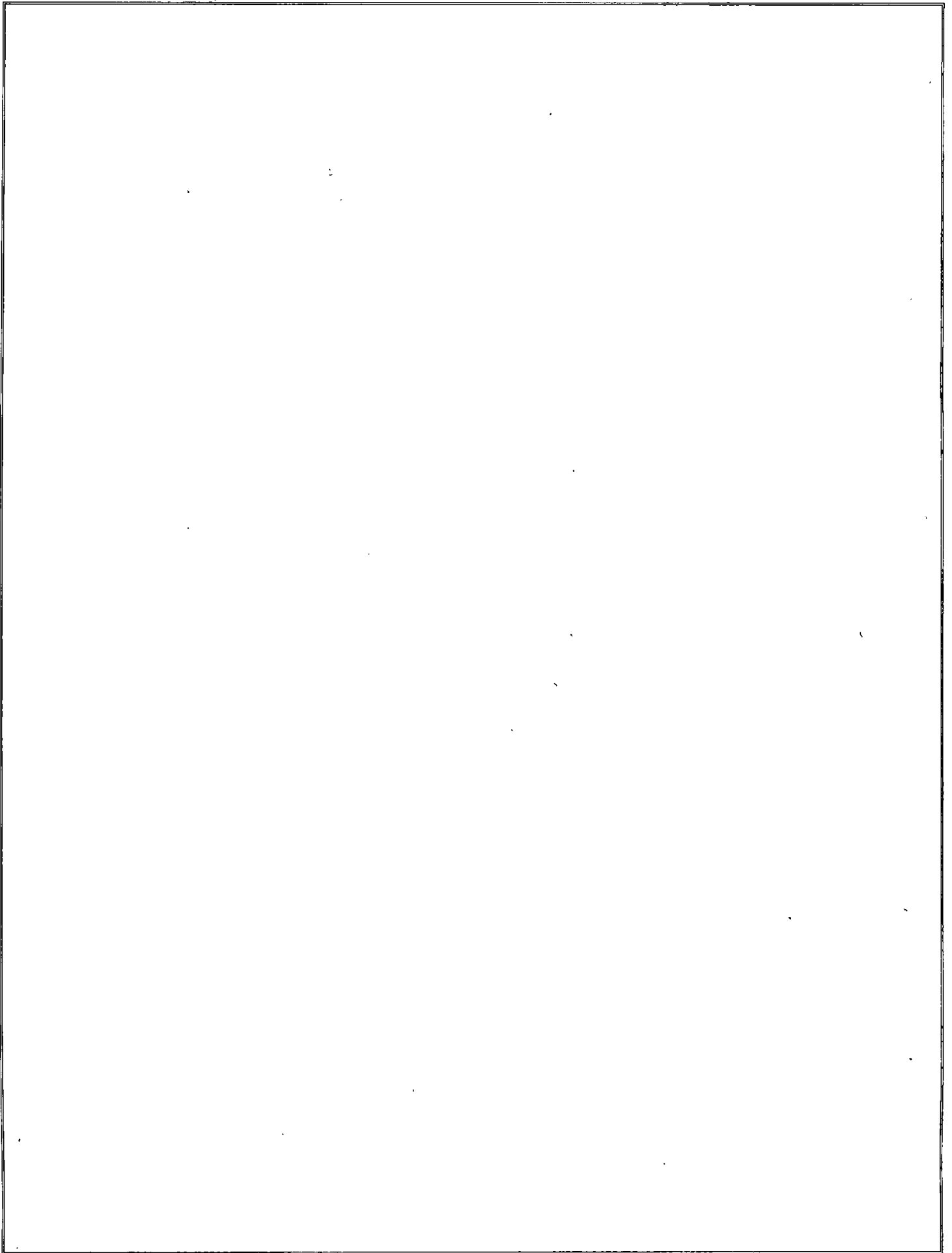
St. Johns County Public Library System
Visioning Workshop / World Golf Village

March 31, 2019

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APPENDIX 7

**ST. JOHNS COUNTY PUBLIC LIBRARY SYSTEM
ORGANIZATIONAL CHART**



LIBRARY SYSTEM ORGANIZATIONAL CHART as of January 22, 2018

Technical Services Manager Jae Bass (MLS) 6 FTE	Administrative Staff Library System Director Debra Rhodes Gibson (MLS) 2 FTE	Extension Services Manager Harold George (MLS) 4 FT, 1 PT (1 Librarian) – 5.600 FTE
Assistant Branch Mgr. – Peter Washkevich (MLS)	Admin Asst. – Angelina Gervasi	Extension Services Assistant – Leslie Goode
Librarian – Keith Dembek (MLS)	Courier – Doug Steinsieck (Contractual Services – 25/50 hrs)	Extension Services Assistant – Monica Edwards
Virtual Services Librarian – Lisa Calvert (MLS)		Extension Services Assistant – Karen Newsome
Library Tech Associate – Tasmin Oxford		Extension Services Assistant – Dalonja Duncan
Library Tech Associate – Karlene Adams		Library Assistant I/PT – Stephen Hanns .600 24/48 hrs
		Children's Assistant – Abigail Rosenberg (Contractual Services – 16/32 hrs)

BRANCH ORGANIZATION
Library System Director
Debra Rhodes Gibson

2016 Service Population Estimate: 27,385 Anastasia Island Branch Library Heather Sostrom, Branch Manager (MLS) 7 FT, 3 PT (2 Librarians) – 8.775 FTE Assistant Branch Manager – Nicole Jebbia (MLS) Circulation Supervisor – Debbie Braden Library Assistant II – Melissa Watson Library Assistant II – Colleen Thompson Library Assistant I – Donald Gilmore Library Assistant I – Emily Howington LA I P/T – Judy Kelsey .500 20/40 hrs LA I P/T – Karen Tisher .575 23/46 hrs LA I P/T – David Lee .700 28/56 hrs 2021 Service Population Projection: 30,416	2016 Service Population Estimate: 71,664 Bartram Trail Branch Library Dan Markus, Branch Manager (MLS) 8 FT, 5 PT (4 Librarians) – 11.225 FTE Assistant Branch Manager – Lisa Darenberg (MLS) Librarian – Carla Day (MLS) Librarian – Maribeth Wood (MLS) Circulation Supervisor – Melissa Burke Library Assistant II – Loretta Smith Library Assistant I – Lisa Keating Library Assistant I – Donna Braasch LA I P/T – Gavin Lambert .700 28/56 hrs LA I P/T – Sarah Robinson .700 28/56 hrs LA I P/T – Noreen Donnal .575 23/46 hrs LA I P/T – Christi Diaz .700 28/56 hrs LA I P/T – Paula Pradella .550 22/44 hrs 2021 Service Population Projection: 85,549	2016 Service Population Estimate: 7,569 Hastings Branch Library Brad Powell, Branch Manager (MLS) 4 FT, 1 PT (2 Librarians) – 4.700 FTE Assistant Branch Manager – Michelle Kiley (MLS) Circulation Supervisor – Terri Beverly Library Assistant I – Emily Fox LA I P/T – Rita Foust .700 28/56 hrs Contractual Services – Simon Langlais 24/48 hrs 2021 Service Population Projection: 8,414	2016 Service Population Estimate: 53,099 Main Library Valerie Mull, Branch Manager (MLS) 9 FT, 7 PT (4 Librarians) – 13.300 FTE Assistant Branch Manager – Amy Ackerman (MLS) Librarian P/T – T. Rimel (MLS) .500 20/40 hrs Librarian – Andrew Calvert (MLS) Circulation Supervisor – Richard Steinmeyer Library Assistant II – Diane Buchter Library Assistant II – Marcia Daniels Library Assistant II – Beth Maycumber Library Assistant I – Shannon Walsh Library Assistant I – Bruce Abbey LA I P/T – Angel Baer .700 28/56 hrs LA I P/T – Robert Russell .600 24/48 hrs LA I P/T – Phillip Mullis .700 28/56 hrs LA I P/T – Debbie Hoffman .600 24/48 hrs LA I P/T – Carrie Morgan .500 20/40 hrs LA I P/T – VACANT .700 28/56 hrs 2021 Service Population Projection: 61,640	2016 Service Population Estimate: 24,904 Southeast Branch Library Todd Booth, Branch Manager (MLS) 8 FT, 5 PT (3 Librarians) – 11.100 FTE Assistant Branch Manager – Juli Wald (MLS) Librarian – Alex Phillips (MLS) Circulation Supervisor – Kris Mangus Library Assistant II – Steven Shanholtzer Library Assistant II – Margaret Petty Library Assistant I – Gwen Floyd Library Assistant I – Susan Wade LA II P/T – Akiilah Hollingsworth .700 28/56 hrs LA I P/T – Caitlyn McCrea .500 20/40 hrs LA I P/T – VACANT .500 20/40 hrs LA I P/T – Will Pate .700 28/56 hrs LA I P/T – Minnie Dunn .700 28/56 hrs 2021 Service Population Projection: 28,787	2016 Service Population Estimate: 42,058 Ponte Vedra Beach Branch Library Amy Ring, Branch Manager (MLS) 9 FT, 3 PT (3 Librarians) – 10.950 FTE Assistant Branch Manager – Anne Crawford (MLS) Librarian – Joan Hakala (MLS) Circulation Supervisor – Udia Wolfcale Library Assistant II – Teri Van de Water Library Assistant II – Jason Arnold Library Assistant I – Sally Lopez Library Assistant I – Cheri Ng Library Assistant I – Lyudmila Korotkova LA I P/T – Colette McHugh .700 28/56 hrs LA I P/T – Kimberly Hayward .675 27/54 hrs LA I P/T – Maria Schefferine .575 23/46 hrs 2021 Service Population Projection: 49,195
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Authorized FTE 73.650 | Filled FTE 72.450 | Vacant FTE 1.200 | 83 BCC | 3 SOSA

APPENDIX 8

**ST. JOHNS COUNTY
ANNUAL OPERATING BUDGET
PUBLIC LIBRARY SYSTEM
2009 - 2018**

MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

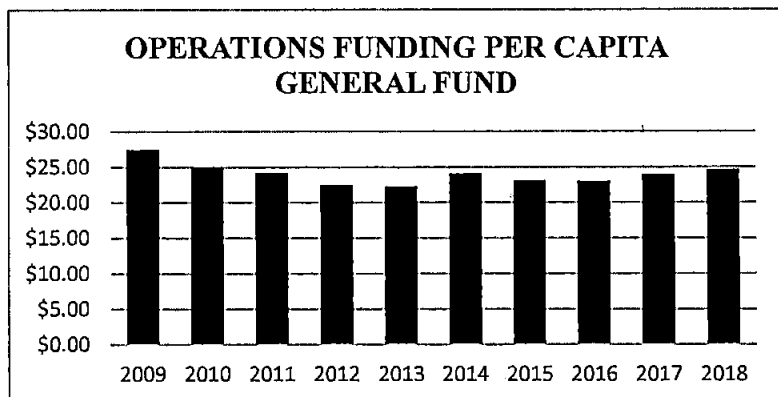
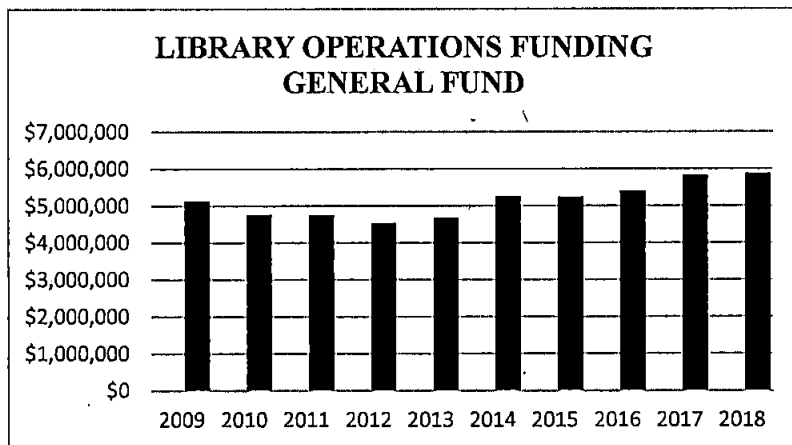
From the St. Johns County Office of Budget & Management:

The following budget information reflects operating budget with the capital and deferred maintenance allowances removed; these line items are largely the responsibility of the County's overall facilities management program.

Grant funding is included as an indication of the value of these funds to the library system. These figures do not include construction grant monies.

Fiscal Year	Source of Funds			
	General Fund	Grants	Population	Per Capita
2009	\$5,118,778	\$210,000	186,383	\$27.46
2010	\$4,760,571	\$124,287	190,039	\$25.05
2011	\$4,749,483	\$115,908	196,050	\$24.23
2012	\$4,537,496	\$113,908	202,308	\$22.43
2013	\$4,665,969	\$130,944	209,607	\$22.26
2014	\$5,251,691	\$145,096	218,151	\$24.07
2015	\$5,239,866	\$173,311	226,658	\$23.12
2016	\$5,407,472	\$154,191	235,084	\$23.00
2017	\$5,837,754	\$163,788	243,812	\$23.94
2018	\$5,877,370	\$154,223	238,742	\$24.62

Population Projections: US Census Bureau Estimates 2009-2017; 2018 BEBR Estimate



APPENDIX 9

REFERENCE MATERIALS LIST

MASTER PLAN FOR ST. JOHNS COUNTY LIBRARIES 2018-2028 |

TITLE	PUBLISHED		DATE	Description
Ordinance 77-34	SJC BCC		9/27/1977	Establishing a Free public Library system & Library Advisory Board
Resolution 2012-264	SJC		9/20/2012	Library Policies and Procedures
Resolution 2014-336	SJC BCC		11/18/2014	Annual Plan of Service 2014-2015
Resolution 2015-322	SJC BCC		11/17/2015	Annual Plan of Service 2015-2016
Resolution 2016-357	SJC BCC		11/17/2016	Annual Plan of Service 2016-2017
Resolution 2017-383	SJC BCC		11/22/2017	Annual Plan of Service 2017-2018
Resolution 2018-435	SJC BCC		11/20/2018	Annual Plan of Service 2018-2019
St. Johns County Land Development Code	SJC BCC			
St. Johns County Comprehensive Plan	SJC BCC			
FS Title XVIII Chapter 257	State of Florida		2017	Public Lands & Properties / Public Libraries and State Archives
Taxpayer Return on Investment in Florida Public Libraries	Florida Department of State, Division of Library & Information Services		2013	Economic Impact Study in cooperation w University of West Florida
Taxpayer Return on Investment in Florida Public Libraries	Florida Department of State, Division of Library & Information Services		2013	On-line tool to determine specific ROI per County (based on 2012 demographic data)
Strengthening Libraries & Services- LSTA Plan 2013-2017	Florida Department of State, Division of Library & Information Services		2012	State Plan as required by Library Services & Technology Act (PL 104-208)
Florida's Libraries Transform Communities LSTA Plan 2018-2022	Florida Department of State, Division of Library & Information Services		2017	State Plan as required by Library Services & Technology Act (PL 104-208)
Bureau of Economics and Business Research, Florida Population Studies	University of Florida	Gainesville, FL	2018	Vol 51 Bulletin 180, January 2018
Bureau of Economics and Business Research, Florida Population Studies	University of Florida	Gainesville, FL	2017	Bulletin 177 (2016 estimates)
Bureau of Economics and Business Research, Florida Population Studies	University of Florida	Gainesville, FL	2016	Bulletin 174 (2015 estimates)
Bureau of Economics and Business Research, Florida Population Studies	University of Florida	Gainesville, FL	2015	Bulletin 171 (2014 estimates)
Bureau of Economics and Business Research, Florida Population Studies	University of Florida	Gainesville, FL	2014	Bulletin 168 (2013 estimates)
Bureau of Economics and Business Research, Florida Population Studies	University of Florida	Gainesville, FL	2013	Bulletin 165 (2012 estimates)
Florida Public Library Outcomes & Standards 2015	Florida Library Association	Tallahassee, FL	2016	Goals and Sufficiency Standards
A Plan for the 1980s: Improved Public Library Service for St. Johns County	St. Johns County Public Library System		1983	"Waters Study"
Master Plan for Libraries / Phase One: Part One	St. Johns County Public Library System		7/15/1998	Report on Southeast Branch Site Review
Master Plan for Libraries / Phase One: Part Two	St. Johns County Public Library System		1998	Expansion Needs and Feasibility: 1998
Master Plan for Libraries / Phase Two	St. Johns County Public Library System		1999	Master Plan for Libraries 1999
Master Plan for Libraries	St. Johns County Public Library System		1999	Executive Summary & final Recommendations
Master Plan for Libraries 1998-2020	St. Johns County Public Library System		2006	Strategic Review & Update
Construction Services- Library of Floor Plans	SJC		various	Architectural Floor Plans for branch libraries (obtained 3/1/2018)
PL 88-269 Library Services & Construction Act	US Congress		1964	to extend assistance to non-rural areas & allow construction
PL 597 Library Services Act	US Congress		1956	promote extension of library services to rural areas
PL 104-208 Title II Museum and Library Services Act (LSTA)	US Congress		1996	moves library out of Dept. of Education, etc.
United States Census / County QuickFacts	US Census Bureau			www.census.gov/quickfacts/fact/dashboard/stjohnscountyflorida,FL/PST120217
Geographic Information (GIS)				
St. Johns County Data Depot				updated regularly
FDOT			2016	aerials
St. Johns County Property Appraiser				property information and shapefiles (updated regularly)
US Census			2010	Census Tracts, TIGER information, demographics information