



**Seminole County  
Public Library Services Master Plan  
Implementation**

# Master Plan Methodology



Godfrey's Associates used **quantitative & qualitative research** to inform data-driven findings, conclusions & recommendations:

- Multiple community engagement forums
- Demographics analysis
- Peer Library analysis
- State Standards compliance assessment
- Existing conditions assessment
- Industry trends analysis

*Westwood Branch of the Los Angeles Public Library, Los Angeles, California*

# ***Quantitative Analysis***

Current Facility Operations

## ***Library Space***

Per Capita

**0.21 SF = SCLS**

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0.48 SF = Florida average

0.52 SF = Peer average

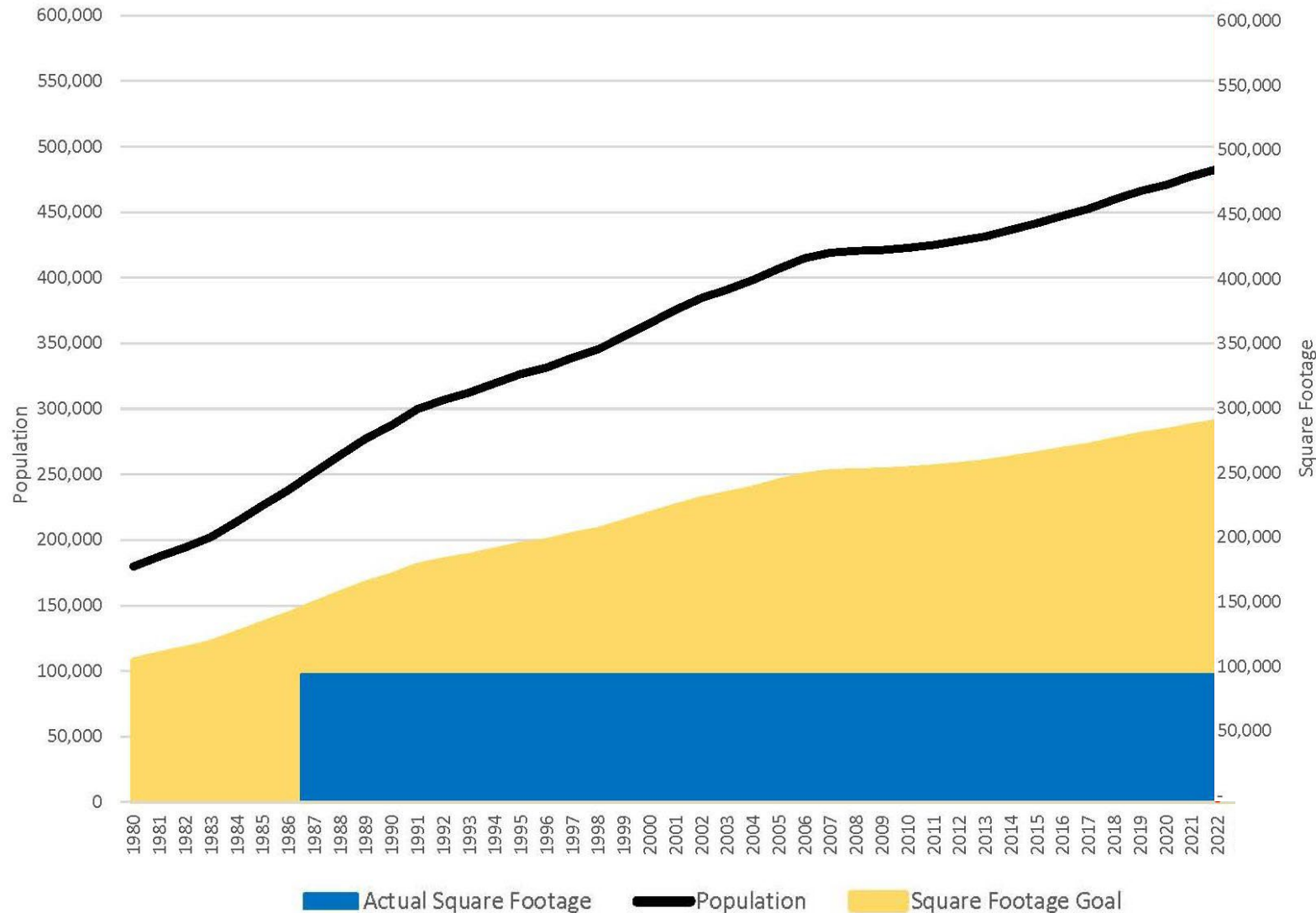
0.60 SF = Florida min. std.



*Billings Public Library, Billings, Montana*

# Quantitative Analysis

## Current Facility Operations



## Population & Square Footage: 1980-2022

- Almost 2 times the current Library square footage would need to be added to existing to meet the 0.60 square feet per capita standard
- Based on the current County population

## ***Quantitative Analysis - Affordability***

## **Current Facility Operations**

<i>SCLS Facility</i>	<i>square feet (SF)</i>	<i>operations cost FY2021</i>	<i>items checked out</i>	<i>cost \$/SF/hour</i>
Central <sup>1</sup>	35,327	\$1,440,323	401,774	\$0.64
East	12,092	\$871,725	433,708	\$1.13
North	12,474	\$968,297	180,665	\$1.21
Northwest	12,092	\$914,028	287,656	\$1.18
West	12,092	\$928,227	227,304	\$1.20
System Support <sup>2</sup>	13,381	\$1,258,028	432,859 <sup>3</sup>	\$1.47
<b>TOTALS</b>	<b>97,458</b>	<b>\$6,380,628</b>	<b>1,963,966</b>	<b>\$1.02</b>

<sup>1</sup>Public service space only    <sup>2</sup>System-wide admin & support functions housed at Central    <sup>3</sup>All digital items

# ***Quantitative Analysis - Benchmarks***

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Current Facility Operations

## ***Library Expenditures*** Per Capita

**\$13.96 = SCLS**

\$27.87 = Florida Standard

\$28.89 = Florida average

\$38.85 = Peer average

## ***Library Staff FTE*** Per 1,000 Population

**0.16 FTE = SCLS**

0.30 FTE = Florida min. std.

0.38 FTE = Florida average

0.45 FTE = Peer average

## ***Library Collection Items*** Per Capita

**1.96 = SCLS**

2.00 = Florida Standard

1.44 = Florida average

2.36 = Peer average

# ***Qualitative Analysis***

Current Facility Operations

## ***Library Survey Results***

**Seminole County Residents**

Over 6,800 responses:

**94.9% = Very/somewhat satisfied**

**61.9% = Used at least monthly**

**78.5% = Worth possible tax increase**

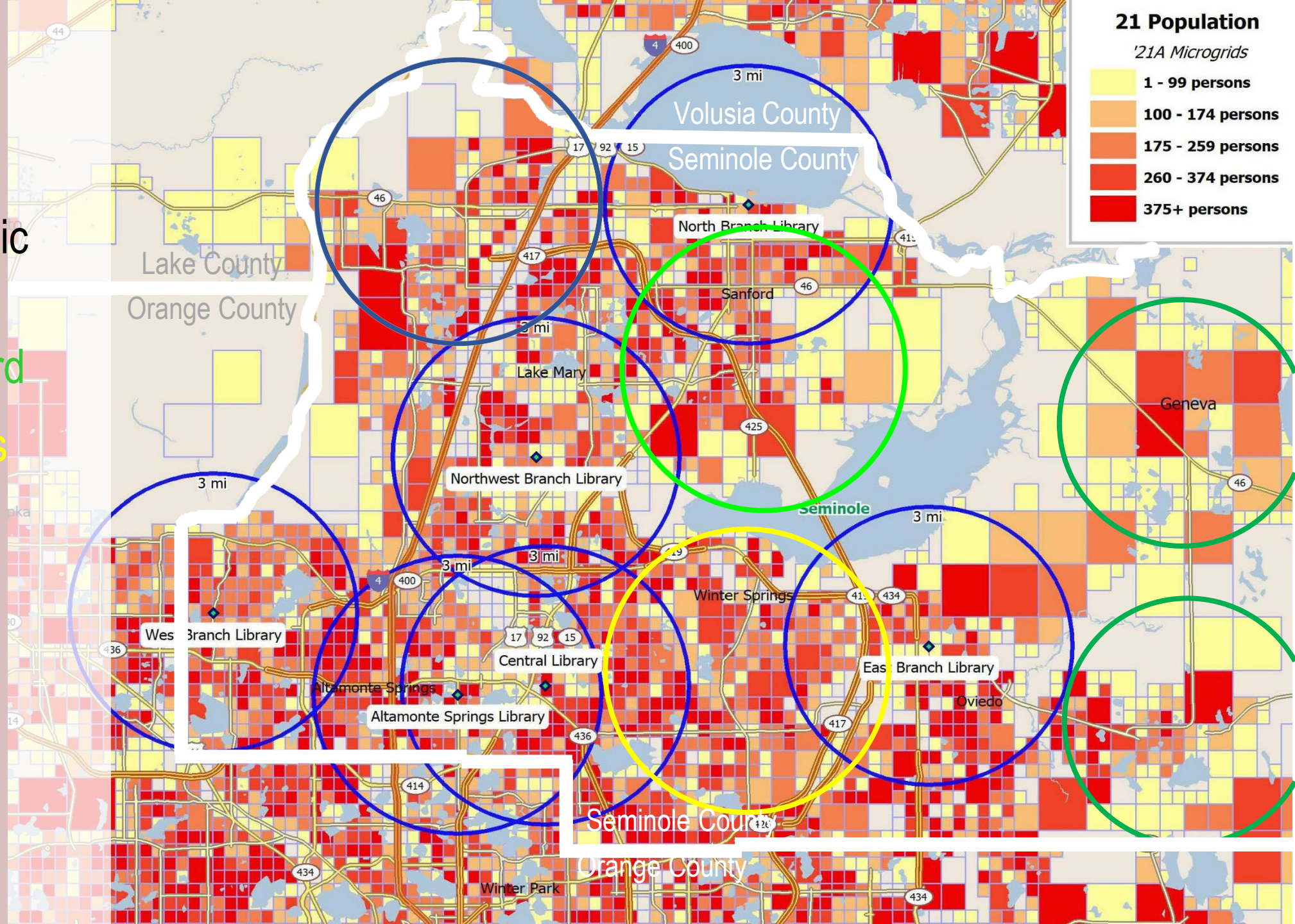


Cedar Rapids Public Library, Cedar Rapids, Iowa

# Accessibility

Gaps in geographic coverage:

- Central Sanford
- Winter Springs
- Heathrow
- Geneva
- Chuluota





Half Moon Bay Library, San Mateo County Libraries, California

## ***Library Space Recommendations Summary***

Preliminary 5-, 10- & 20-year goals:

1. Deploy 3 Kiosks
2. Construct 3 new 35,000 SF Branch Libraries
3. New Admin. Center
4. Renovate Central Library
5. Renovate/expand 2 Branches to 35,000 SF

# Proposed Implementation Framework

## Near-Term Priorities - Operations

1. Fill all vacant and recommend new positions
2. Form a 501(C)(3) Library Foundation
3. Develop a comprehensive marketing plan
4. Streamline collection processing.
5. Deploy Library Kiosks.

no.	priority action	start	completion
A1	Meet with Library Staff	2Q-2023	2Q-2023
A2	Meet with County Staff	2Q-2023	2Q-2023
A3	Meet with BOCC	2Q-2023	2Q-2023
A4	Meet with Friends of the Library	3Q-2023	3Q-2023
F1	Plan & Design New Branch Libraries	3Q-2023	4Q-2029
T1	Update the Technology Plan	3Q-2023	4Q-2023
C1	Update the Collection Development Plan	4Q-2023	2Q-2024
C2	Review Technical Processing	4Q-2023	2Q-2024
T2	Implement RFID	4Q-2023	4Q-2024
BF1	Develop a Two-Year Budget	1Q-2024	3Q-2024
CB1	Inform Residents	1Q-2024	3Q-2024
CB2	Discuss with Local Public Schools	1Q-2024	ongoing
S1	Develop a Staffing Plan	2Q-2024	4Q-2024
S2	Staff to Full Strength	2Q-2024	4Q-2028
PS1	Focus on Early Childhood Education	2Q-2024	ongoing
PS2	Identify Potential Service Partners	3Q-2024	ongoing
PS3	Strengthen Spanish Language Offerings	3Q-2024	4Q-2025
BF2	Implement Budget Allocation Changes	3Q-2024	4Q-2027
F2	Consider Immediate Service Expansion	4Q-2024	3Q-2025
F3	Identify Long-Term Capital Projects	4Q-2024	1Q-2025
T3	Implement Technology Improvements	4Q-2024	4Q-2026
A5	Develop a Marketing Plan	1Q-2025	3Q-2025
A6	Solicit Public Feedback	1Q-2025	3Q-2025
PS4	Establish Coding & Robotics Programs	1Q-2025	3Q-2025
BF3	Identify & Pursue Additional Funding	2Q-2025	ongoing
BF4	Form a Library Foundation	2Q-2025	4Q-2025
A7	Identify Achievements	2Q-2025	annually
A8	Tell the Library Story	3Q-2025	ongoing
A9	Assess Status of Staffing, Collection Development & Technology Plans	3Q-2025	2Q-2026
A10	Update the Implementation Plan	3Q-2025	annually
C3	Research Industry-Standard Shelving	4Q-2025	4Q-2026

## *Library Staffing*

To exceed minimum Florida Standards each Phase:

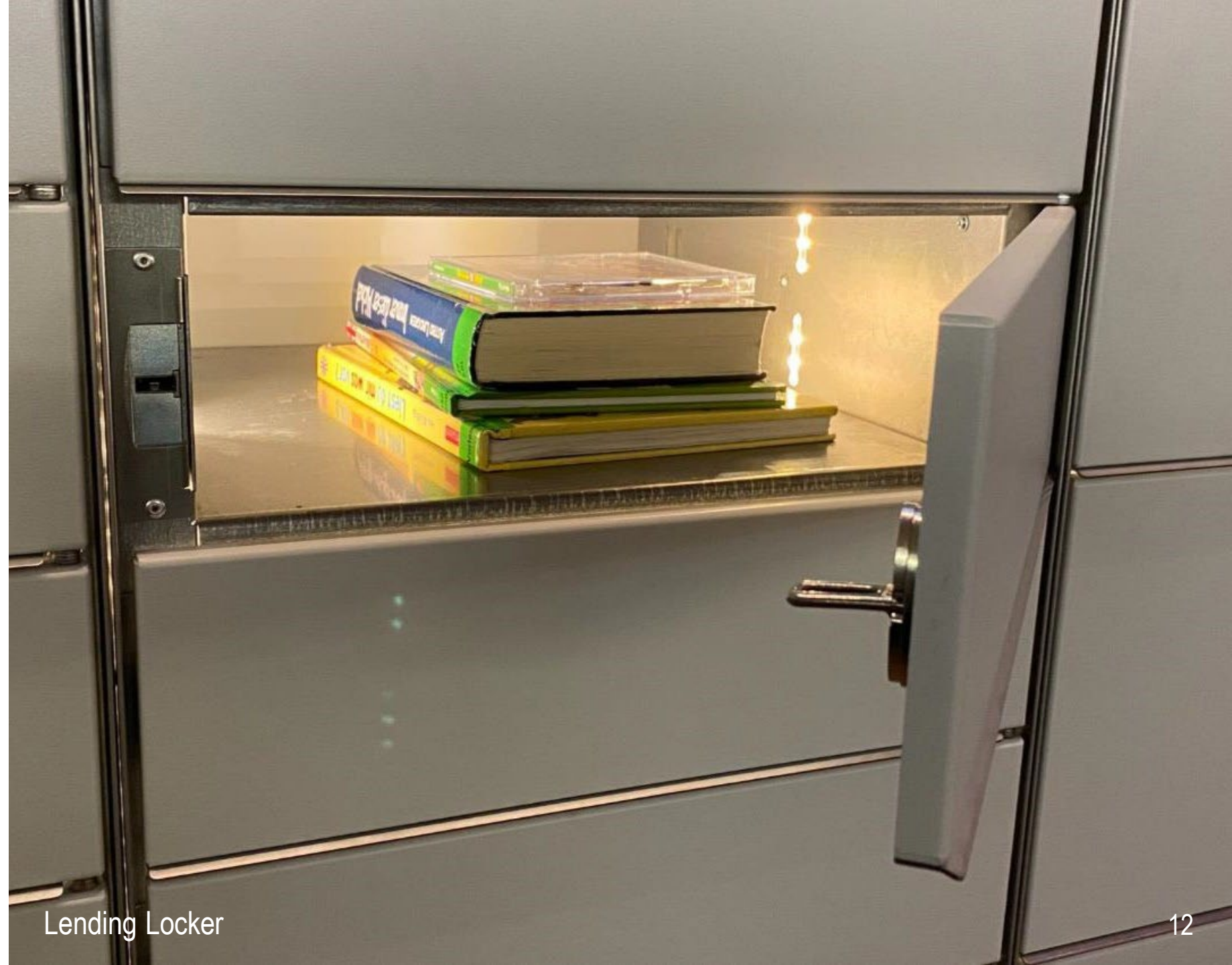
- Automate to streamline workflow
- Add paraprofessionals to support professional Librarians
- Improve Admin. span of control



## Technology

Capital improvements:

- RFID/self-check-out/automated sorting
- Lending laptops/tablets & hotspots
- 24/7 unstaffed operations: lending lockers, computer access

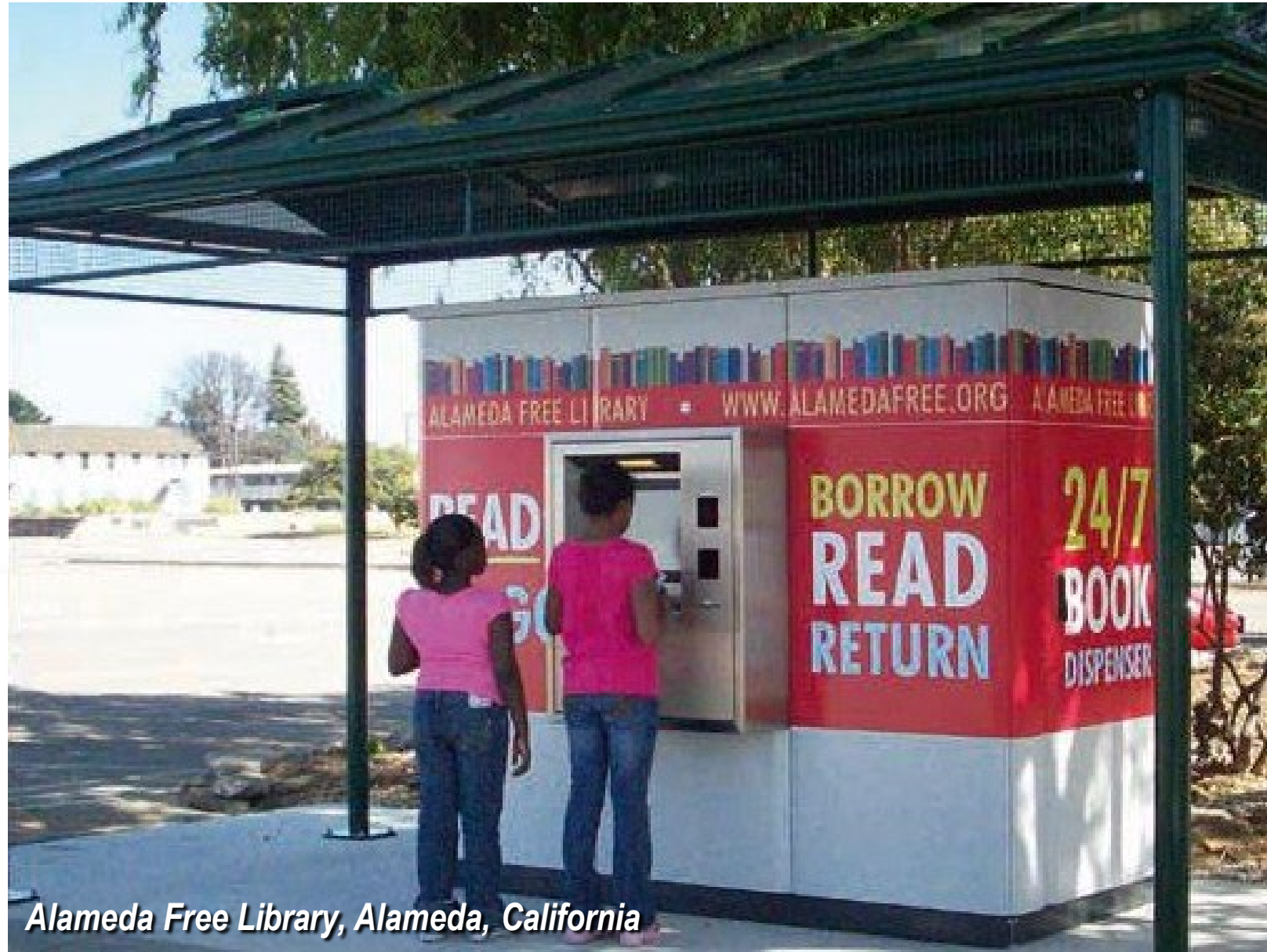


Lending Locker



## ***Lending/Vending Kiosks***

- Portable & modular
- Wi-Fi capable
- Annual operations & maintenance

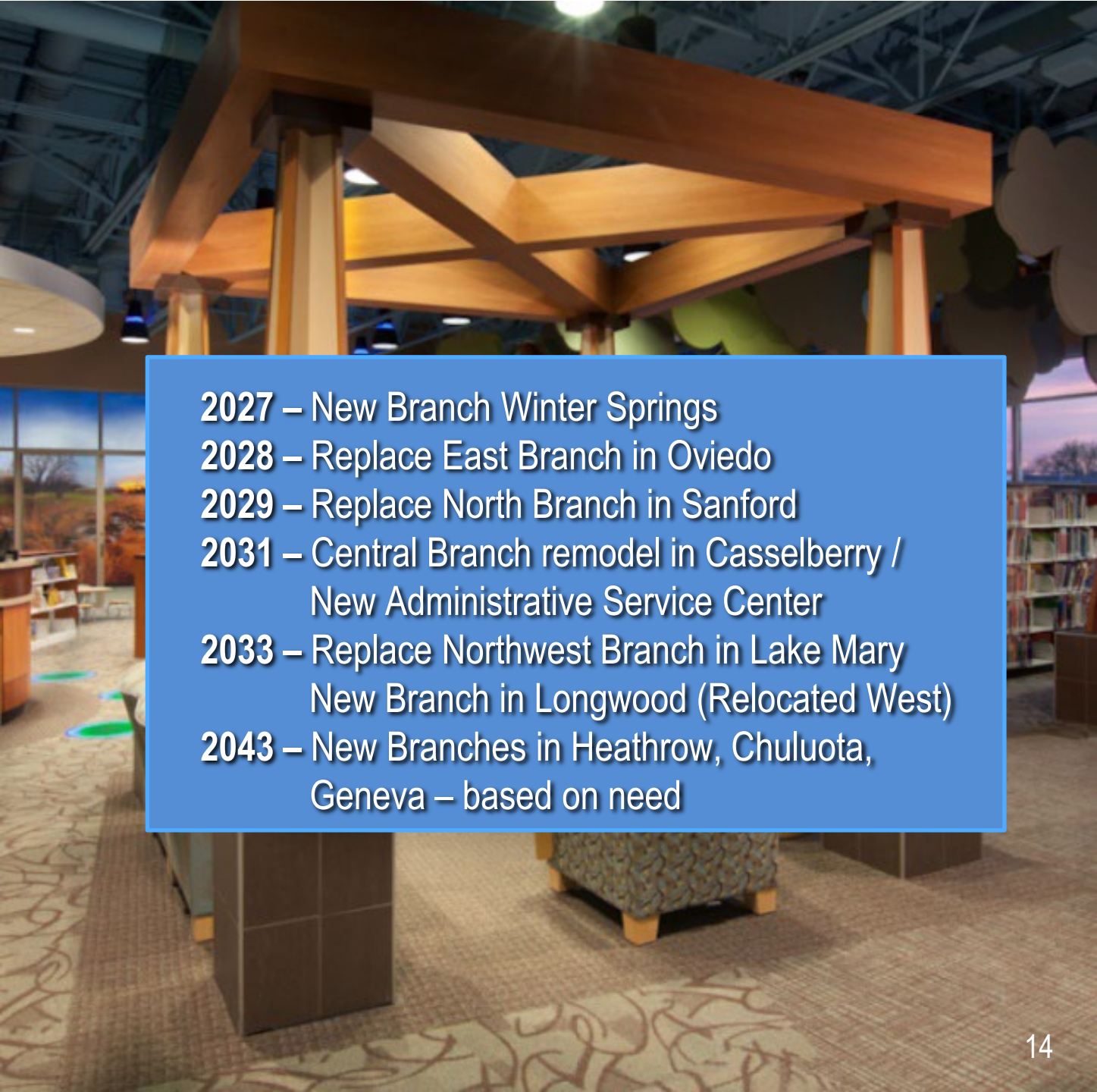


*Alameda Free Library, Alameda, California*

# ***Proposed Implementation Framework***

## ***Prioritized Approach - Capital***

- 1. Kiosks added to Heathrow, Chuluota, Geneva and/or other areas based on need**
- 2. Commission a written Building Program Statement**
- 3. Planning for and construction of new facilities**

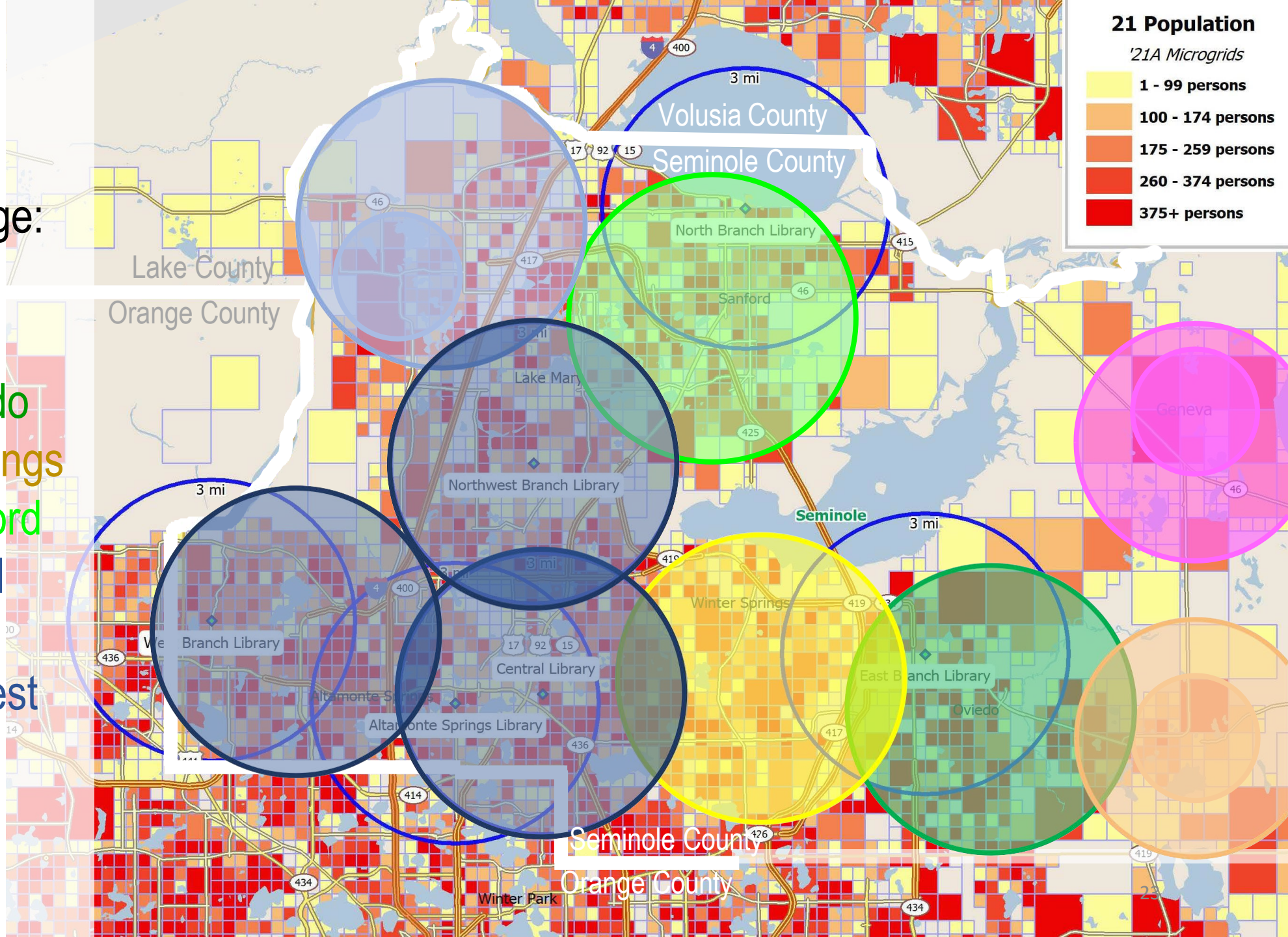


**2027** – New Branch Winter Springs  
**2028** – Replace East Branch in Oviedo  
**2029** – Replace North Branch in Sanford  
**2031** – Central Branch remodel in Casselberry /  
New Administrative Service Center  
**2033** – Replace Northwest Branch in Lake Mary  
New Branch in Longwood (Relocated West)  
**2043** – New Branches in Heathrow, Chuluota,  
Geneva – based on need

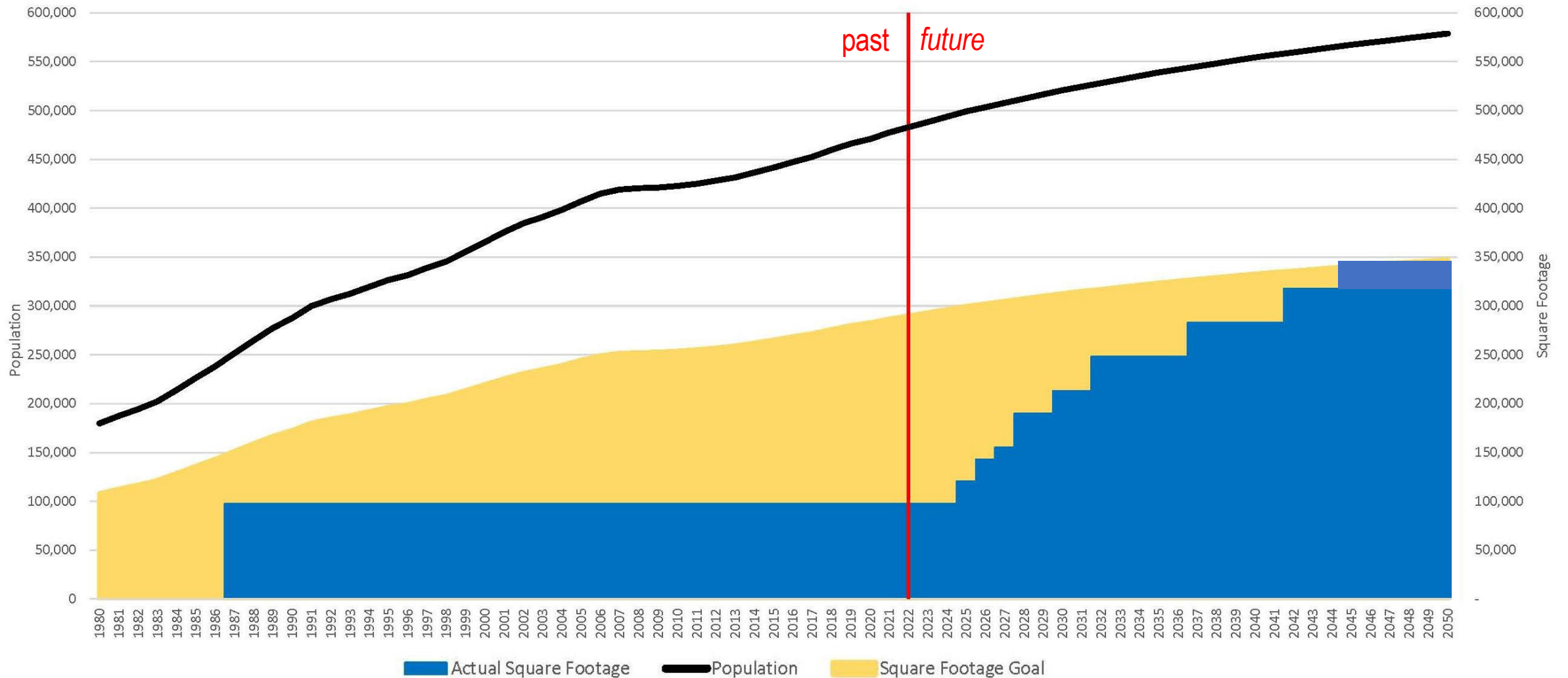
# Phasing

Closing gaps in geographic coverage:

- Heathrow kiosk
- Geneva kiosk
- Centralize Oviedo
- New Winter Springs
- Centralize Sanford
- Upgrade Central
- Rebuild West
- Rebuild Northwest
- Chuluota kiosk



# Population & Square Footage 1980-2050



# ***Proposed Implementation Framework***

## **Near-Term Priorities:**

### **Capital Plan 2023-2029**

**2027 – New Branch Winter Springs**

**2028 – Replace East Branch in Oviedo**

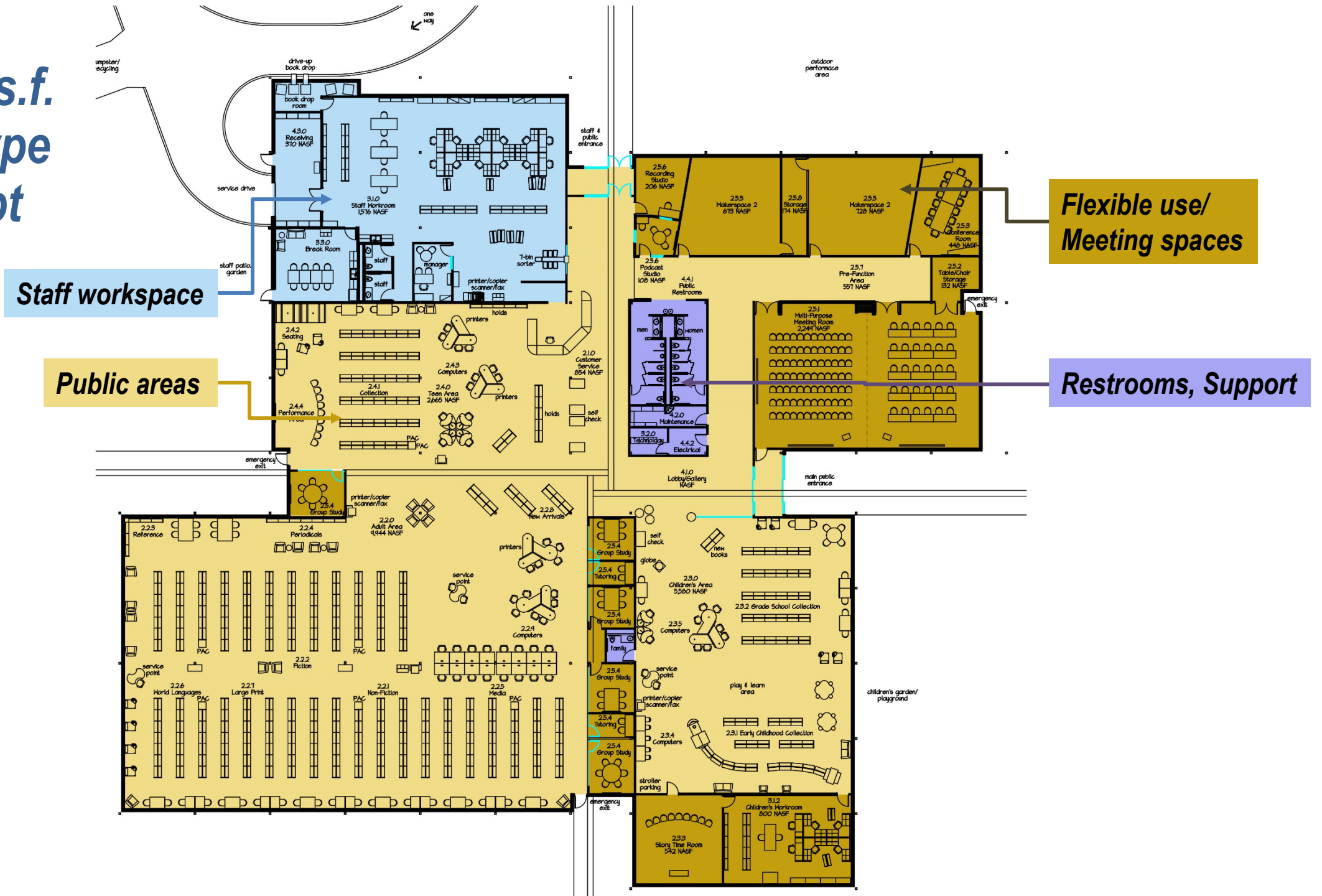
**2029 – Replace North Branch in Sanford**

**All at 35,000 s.f. Standard Concept**



*Success Public Library, Cockburn, Australia*

**35,000 s.f.**  
**Prototype**  
**Concept**

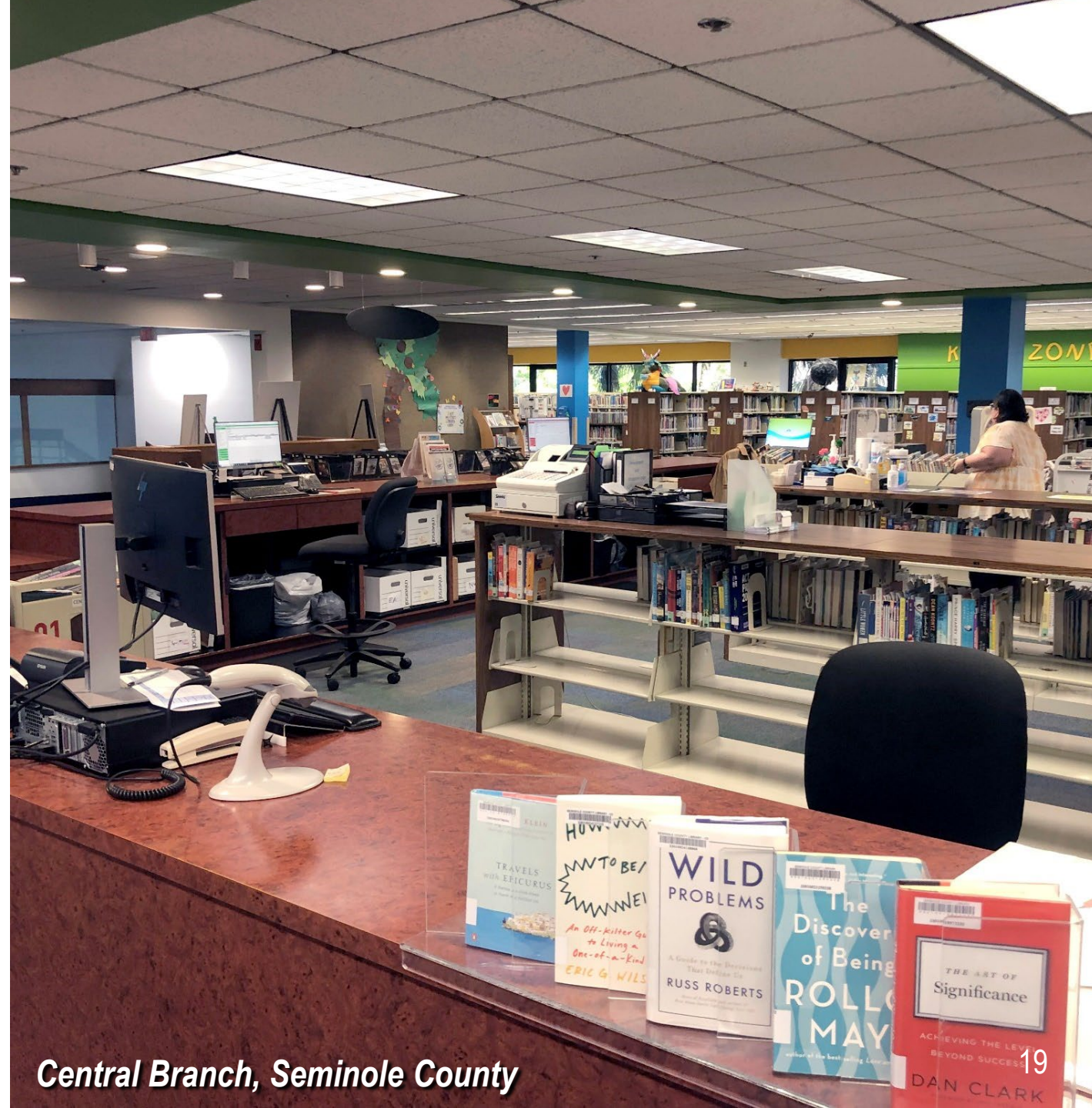


# ***Proposed Implementation Framework***

## **Mid-Term Priorities:**

### **Capital Plan 2030-2036**

- 2031 – Central Branch remodel in Casselberry, Construct New Administrative Service Center (5 Points?)**
- 2033 – Replace Northwest Branch in Lake Mary**
- 2033 – New Branch in Longwood (Relocated West)**



***Central Branch, Seminole County***

# ***Proposed Implementation Framework***

## ***Long-Term Priorities:***

### ***Capital Plan 2037-2043***

1. New Branches Heathrow, Chuluota, Geneva as needed
2. Deploy Library Kiosks into new growth areas
3. Begin planning for a new Library Master Plan
4. Reevaluate staffing plan and sq. ft. per capita



<b><i>Capital Costs by Project Type</i></b>		<i>project cost</i>
1A	New 35,000 square foot, mixed-use Branch Library	\$17,282,397
1B	New 35,000 square foot, stand-alone Branch Library	\$19,507,941
2	Renovated 49,258 square foot Central Library	\$12,570,963
3	Finish-out 12,000 square feet of lease space, Administrative Service Center	\$1,174,098
4	New self-service Kiosk	\$362,000

### ***Annual Branch Library Operational Costs***

<i>item</i>	<i>operations cost</i>
Staffing costs	\$789,151
Library & building maintenance supplies	25,800
Building & grounds maintenance labor	42,000
Library utilities	16,248
Total	\$873,199



**Taylor Street Apartments & Little Italy Branch Library,  
Chicago Public Library**

## ***Implementation - Funding Realities, Options and Opportunities***

- 1. State Aid to Libraries**
- 2. Grants**
- 3. Impact Fees**
- 4. Partnership Efforts with the Seven Cities**
- 5. Mixed-Use Partnerships (PPP, etc.)**
- 6. General Fund**
- 7. Potential Infrastructure Sales Tax Consideration**



*Richland Main Library - Columbia, South Carolina*

## ***Recommendations***

- 1. Accept the Master Plan as a working document**
- 2. Direct staff to begin work on the near-term actions**
- 3. Direct staff to develop funding strategies for future discussion and consideration with the BCC for proposed design and construction of new/expanded facilities**