

**PANHANDLE PUBLIC LIBRARY  
COOPERATIVE SYSTEM  
(PPLCS)**

**LONG RANGE PLAN  
2012 – 2015**

**MISSION STATEMENT**

**The Panhandle Public Library Cooperative System,  
Consisting of  
Calhoun, Holmes, Jackson, and Washington County Public Libraries,  
Provides free access to library materials and programs to assist all citizens  
In meeting their recreational, informational, cultural and life-long learning needs.**

**Services provided by the Panhandle Public Library Cooperative System Administration,  
enable the member libraries to carry out this mission.**

PANHANDLE PUBLIC LIBRARY COOPERATIVE SYSTEM (PPLCS)

LONG RANGE PLAN APPROVAL

This plan has been reviewed and approved by the PPLCS Administrative Board.

Dr. Gayvon Carter  
Board Chair

September, 2011  
Date

## Long Range Plan

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Goal 2: PPLCS residents of all ages, in the service area, have programs and services that support life-long learning through their libraries.

Goal 3: PPLCS residents are served by a comprehensive system of planning and evaluation that seeks and responds to community needs.

Goal 4: PPLCS libraries have trained and motivated staff to provide proficient, courteous and professional service to the public.

Goal 5: PPLCS member libraries have suitable facilities.

Goal 6: PPLCS residents have access to enhanced technology.

## EXECUTIVE SUMMARY

The Panhandle Public Library Cooperative System, consisting of Calhoun, Holmes, Jackson, and Washington County Public Libraries, provides the people access to library materials and programs to assist them in meeting their recreational, informational, and life-long learning needs.

Services provided by the Panhandle Public Library Cooperative System administration enable the member libraries to carry out this mission. The goals of the Panhandle Public Library Cooperative System (PPLCS) are:

**Goal 1: PPLCS residents have access to resources, services, and adequate collections that meet their recreational, informational and cultural needs.**

**Goal 2: PPLCS residents of all ages, in the service area, have programs and services that support life-long learning through their libraries.**

**Goal 3: PPLCS residents are served by a comprehensive system of planning and evaluation that seeks and responds to community needs.**

**Goal 4: PPLCS libraries have trained and motivated staff to provide proficient, courteous and professional service to the public.**

**Goal 5: PPLCS member libraries have suitable facilities.**

**Goal 6: PPLCS residents have access to enhanced technology.**

## STRENGTHS OF THE PANHANDLE PUBLIC LIBRARY COOPERATIVE SYSTEM

1. The knowledge of the citizens' needs within each county and the spirit of cooperation, communication and dedication to these citizens by staff members and Board members are the core of all of PPLCS' strength.
2. The staff and Board members of PPLCS and its member libraries are willing and able to learn innovative approaches to new trends and technology, sharing this knowledge, fulfilling the vision of the Cooperative.
3. The Cooperative takes a leadership role in seeking grant funding and developing community partnerships for the benefit of the County Library members.
4. The administrative unit and all staff members within the PPLCS cooperative constantly seek out training opportunities through workshops and webinars presented by PLAN, the State Library of Florida, PPLCS and Webjunction as well as drawing from each other for information and support.
5. The PPLCS member libraries provide a variety of vibrant and dynamic programs for all ages, concentrating on the youth during the summer to positively influence the future users and supporters of the library.
6. The PPLCS member libraries are regarded as a safe and family-friendly environment.
7. PPLCS and its member libraries provide access to modern computer systems connected to the Internet, providing access to information and websites needed for e-government, job seekers, school readiness and lifelong learning.
8. PPLCS and its member libraries provide access to the State of Florida's Electronic Library as well as other databases offering a variety of online services to compliment the needs of library users.
9. PPLCS manages its funding based on sound fiscal policies.

## CHALLENGES TO THE COOPERATIVE

1. PPLCS and its member libraries are in the top tier of Rural Areas of Critical Economic Concern
  - a. Low per capita income
  - b. Low per capita taxable values
  - c. High unemployment
  - d. Low weekly earned wages compared to the state average
  - e. Low housing values compared to the state average
  - f. High percentage of the population receiving public assistance
  - g. High poverty levels compared to the state average
  - h. Lack of year-round stable employment opportunities
2. PPLCS and its member libraries serve a community that has high illiteracy and high-school dropout rates.
3. PPLCS and its member libraries face uncertain funding issues as the result of the revision of the State Aid to Libraries grant program and by projected cuts by the Florida Legislature and local governments.
4. PPLCS and its member libraries have inadequate broadband and/or high-speed Internet access.
5. PPLCS and its member libraries are understaffed and lack space for growth.
6. PPLCS and its member libraries do not have a designated IT staff with technological expertise.

## THE COOPERATIVE BACKGROUND INFORMATION

The Panhandle Public Library Cooperative System (PPLCS) consists of an administrative office located in Marianna, FL and four county public library systems: Calhoun, Holmes, Jackson, and Washington.

**Calhoun County Public Library** consists of a headquarters library in Blountstown, FL and five branch libraries: Altha Public Library, Shelton Park Public Library, Hugh Creek Public Library, Mossy Pond, and Kinard Public Library.

**Holmes County Public Library** consists of a main library in Bonifay, FL.

**Jackson County Public Library** consists of a headquarters library in Marianna, FL, a branch library in Graceville, FL, and a bookmobile.

**Washington County Public Library** consists of a headquarters library in Chipley, FL, branch libraries in Vernon, Wausau, Sunny Hills, and a library branch literacy center at Country Oaks.

The Panhandle Public Library Cooperative System (PPLCS) serves an estimated population of 109,194 as of May 5, 2011, according to the Office of Economic and Demographic Research (EDR) of the Florida Legislature. That total is projected to reach 115,836 by 2015.

The Panhandle Public Library Cooperative System (PPLCS) service area covers more than 2,545 square miles of land, providing for an average of 41 people per square mile. The service area is mostly rural with the largest urban concentrations in Blountstown, Bonifay, Marianna, and Chipley. Approximately 73 percent of the population currently resides in unincorporated areas of the service area.

## PROFILE OF THE FOUR-MEMBER COUNTY AREA

PPLCS's four member counties are primarily rural. More than 70% of the residents in each of the counties live in a rural, non-farm environment. More than half of the workers in each county work in private, for-profit occupations. Personal and household incomes are below statewide and national levels. English is spoken at home by most of the population. Educational achievement is lower than state and national averages and all four counties show high rates of low literacy levels. The latest data is from the 2010 Census.

### Population:

The four counties served by the Panhandle Public Library Cooperative System (PPLCS) ~ Calhoun, Holmes, Jackson, and Washington ~ are primarily rural counties located in the Panhandle region of Florida. The population of the counties has grown steadily in the past decade in all of the counties.

	<i>Population</i> 2000	<i>Population</i> 2010	<i>Population change</i> 2000-2010	<i># persons/</i> <i>Sq. mi.</i>
<b>Calhoun</b>	13,017	14,625	12.4%	25.8
<b>Holmes</b>	18,564	19,927	7.3%	41.6
<b>Jackson</b>	46,755	49,746	6.4%	54.2
<b>Washington</b>	20,973	24,896	18.7%	42.7

U.S. Census and Estimates retrieved May 24, 2011.

### Employment:

The 2010 census showed that in all four counties the largest employer was government. Trade, Transportation & Utilities was the second largest employer in Calhoun, Jackson, and Washington Counties; Education & Health Services was the second largest employer in Holmes County. Among the various occupations listed in census data, the leading ones for county worker residents sixteen years and older are:

<b>Calhoun</b>	<i>Government workers</i>	34.1%
	<i>Trade, Transportation &amp; Utilities</i>	21.2%
	<i>Education &amp; Health Services</i>	17.8%
<b>Holmes</b>	<i>Government workers</i>	41.3%
	<i>Education &amp; Health Services</i>	16.2%
	<i>Trade, Transportation &amp; Utilities</i>	14.4%
<b>Jackson</b>	<i>Government workers</i>	39.7%
	<i>Trade, Transportation &amp; Utilities</i>	20.4%
	<i>Education &amp; Health Services</i>	10.3%
<b>Washington</b>	<i>Government workers</i>	39.5%
	<i>Trade, Transportation &amp; Utilities</i>	16.4%
	<i>Education &amp; Health Services</i>	14.5%

**Income:**

Per capita income in Florida in 2009 was \$38,965. The percentage of persons living below poverty level was 15.0%. By comparison:

	<i>Per capita Income</i>	<i>Percentage of persons living below poverty level</i>
<i>Calhoun</i>	\$22,741	20.8%
<i>Holmes</i>	\$26,151	24.0%
<i>Jackson</i>	\$26,125	22.0%
<i>Washington</i>	\$24,138	21.0%

**Age:**

The percentages of people in each of the age groupings are fairly consistent among the four counties.

	<i>Under 5</i>	<i>5-14</i>	<i>15-24</i>	<i>25-44</i>	<i>45-64</i>	<i>65-74</i>	<i>75+</i>
<i>Calhoun</i>	5.6%	11.4%	15.1%	29.3%	23.0%	8.1%	7.5%
<i>Holmes</i>	5.9%	11.6%	15.1%	29.6%	24.0%	8.9%	7.9%
<i>Jackson</i>	5.5%	10.7%	13.2%	28.1%	26.5%	8.0%	8.0%
<i>Washington</i>	5.0%	11.5%	13.7%	27.7%	25.8%	8.6%	7.7%

**Language:**

English is spoken at home by more than 94% of the people over the age of five in the four counties. While the second ranking language spoken at home is Spanish, all of the counties have very small percentages of several other languages spoken in the homes.

<i>County</i>	<i>% homes where English is not the primary language spoken</i>
<i>Calhoun</i>	5.60%
<i>Holmes</i>	4.50%
<i>Jackson</i>	4.40%
<i>Washington</i>	5.50%

**Education:**

All four counties have a large number of citizens with less than a high school education; 11.2-12.8% of adults did not complete ninth grade. Percentages of educational attainment for the population age 25 years and older:

	<i>Less than 9<sup>th</sup> grade</i>	<i>9<sup>th</sup>-12<sup>th</sup> grade, no diploma</i>	<i>High School grad/GED</i>	<i>Some college, no degree</i>	<i>Associate's Degree</i>	<i>Bachelor's Degree</i>	<i>Graduate or Professional degree</i>
<i>Calhoun</i>	12.8%	18.0%	38.6%	18.6%	4.3%	4.7%	3.0%
<i>Holmes</i>	11.9%	20.5%	37.7%	15.0%	3.6%	5.6%	3.2%
<i>Jackson</i>	11.2%	19.7%	32.7%	18.6%	5.1%	7.9%	4.9%
<i>Washington</i>	12.0%	16.8%	38.8%	19.2%	3.9%	5.7%	3.5%

**Goal 1: PPLCS residents have access to resources, services and adequate collections that meet their recreational, informational and cultural needs.**

**Outcome 1:** Residents use library materials for recreational and popular reading.

**Activities:**

1.1.1 Library Directors and Administrator will be responsible for improving and updating collections in response to community demands and needs. (Ongoing)

1.1.2 Library Directors will be responsible for evaluating their collections and usage to determine responses to patron needs. (Ongoing)

1.1.3 Each County Library Director will conduct an inventory of its collection and will evaluate selected areas against standard bibliographic tools and recommended lists. (FY 2014-15)

1.1.4 Library Directors and Administrator will be responsible for reviewing the existing Collection Development & Management Plan and recommending needed changes. (Ongoing)

1.1.5 Directors are responsible for supplementing local collections through the use of Interlibrary Loan. (Ongoing)

**Outcome 2:** Residents use the Florida Electronic Library, workforce recovery and e-government resources, in addition to other licensed databases to retrieve information.

**Activities:**

1.2.1 Library Directors will be responsible for supplementing local collections by the use of local and statewide databases, and the Florida Electronic Library. (Ongoing)

1.2.2 Directors and Administrator will be responsible for providing free public Internet access at each library outlet. (Ongoing)

1.2.3. Directors and Administrators will promote and provide training on electronic databases including Learning Express, Gale Databases and the Florida Electronic Library.

1.2.4. Directors and Administrators will promote and provide training on workforce recovery and e-government resources.

**Outcome 3:** Residents access library materials and resources via a cost-effective technology infrastructure which includes an Integrated Library System and centralized technology planning.

**Activities:**

1.3.1 Administrator will be responsible for overseeing the system administration. (Ongoing)



1.3.2 Administrator, Directors, Technology Committee, Planning Committee and Board will evaluate, update, and/or revise Technology Plan. (Annually)

1.3.4 The PPLCS Technology Committee will develop equipment standards and recommended procedures for expansion, maintenance, replacement and upgrades. (Ongoing)

1.3.5 Administrator will apply for E-rate discounts. (Annually, in accordance with SLD guidelines)

**Outcome 4:** PPLCS residents are provided with service hours based on customer needs as funds permit.

**Activities:**

1.4.1 PPLCS Administrative Board, Directors and Board of County Commissioners will establish accessible service hours. (Ongoing)

**Goal 2: Residents of all ages in the PPLCS service area have programs and services that support life-long learning through their libraries.**

**Outcome 1:** Residents improve their knowledge and skills through a variety of library programs and community partnerships.

**Activities:**

2.1.1 Administrator and Directors will be responsible for providing a variety of programs and services. (Ongoing)

2.1.2 Administrator and Directors will be responsible for providing literacy programs or services which improve the skills of undereducated adults. (Ongoing)

2.1.3 Administrator and Directors will be responsible for providing a variety of programs or services which improve the employability of adults. (Ongoing)

2.1.4 Administrator and Directors will be responsible for providing a variety of programs or services which improve the English language skills of adults and families. (Ongoing)

2.1.5 Administrator and Directors will develop and implement a training plan for the public and staff in use of computers, the Internet, and electronic resources. (FY 2012-ongoing)

2.1.6 Each county will be responsible for providing sites for training the public and staff in computer literacy. (Ongoing)

2.1.7 Administrator and Directors will determine and implement feasible distance learning delivery methods. (Ongoing)

**Outcome 2:** Children and teens, along with their parents, teachers, and caregivers, have library programs and services that are age and developmentally appropriate.

**Activities:**

2.2.1 Directors will be responsible for providing programs for children and young adults. Administrator will provide support/coordination as needed. (Ongoing)

2.2.2 Administrator and Directors will be responsible for incorporating the Florida Library Youth Program (FLYP) into each county's children and youth program. (Ongoing)

2.2.3 Administrator and Directors will be responsible for providing a variety of programs which involve parents and children in reading-related activities. (Ongoing)

2.2.4 Administrator and Directors will be responsible for researching and implementing an appropriate Internet safety program for children and adults. (FY 2012)

**Outcome 3:** PPLCS member libraries receive ongoing developmental support.

**Activities:**

2.3.1 Directors and Administrator will prepare and submit Annual Statistical Reports to the State Library of Florida. (Annually, by Dec.1)

2.3.2 Administrator and Directors will review needs and identify LSTA grant proposal topics. (Annually by January 15)

2.3.3 Administrator will seek approval from Board for submission of LSTA grant proposals. (Annually by February 15)

2.3.4 Administrator and Directors will develop LSTA grant proposal concepts and drafts of goals, objectives and activities. (Annually, by February 15)

2.3.5 Administrator will edit LSTA drafts and put in final forms for submission to Board for approval and timely submission to the State Library of Florida. (Annually by March 15)

2.3.6 Administrator and Directors will pursue grants from a variety of funding sources such as, local businesses, state, federal, foundations, profits and non-profits. (Ongoing)

2.3.7 Administrator and Directors will be responsible for implementing grants according to application guidelines. (Ongoing)

2.3.8 Administrator will monitor and evaluate grant(s) implementation and submit Mid-year and Annual Grant Reports. (Ongoing)

**Goal 3: PPLCS residents are served by a comprehensive system of planning and evaluation that seeks and responds to community needs.**

**Outcome 1:** Residents receive improved services based on the integration of the Cooperative Long-range Plan into decision-making processes within the Cooperative.

**Activities:**

3.1.1 The PPLCS Administrative Board will approve and implement the Long-range Plan. (FY2011)

3.1.2 Administrative Board will approve and implement the Annual Plan of Service. (Annually by September 30)

3.1.3 Administrator, Directors, and Board members will hold annual planning meetings to review progress toward meeting goals and objectives, to recommend Long-Range Plan revisions as needed, and to draft an Annual Plan. (Annually)

**Outcome 2:** PPLCS will assess community needs, educate the public on library services, and build support for libraries.

**Activities:**

3.2.1 Administrator and Library Directors will identify factors in PPLCS's environment that may affect the provision of services, reveal community needs for library services and suggest possible library roles, goals and objectives. (2012-2013)

3.2.2 Administrator and Library Directors will be responsible for developing, gathering, and conducting needs assessments through formal library surveys and informal patron interviews. (2012-2013)

3.2.4 Administrator and Library Directors will use results to garner community and legislative support for public libraries. (2012-ongoing)

3.2.5 Library Directors and the Administrator will promote library services to the communities. (Ongoing)

**Goal 4: PPLCS libraries have trained and motivated staff to provide proficient, courteous and professional service to the public.**

**Outcome 1:** Library staff members participate in ongoing staff development and training opportunities.

**Activities:**

4.2.1 Administrator and Directors will determine training priorities and utilize free training opportunities through PLAN, Webjunction, and other resources. (Annually)

4.2.2 Administrator will maintain a professional collection and training materials for the use of all staff and Board members. (Ongoing)

**Goal 5: PPLCS residents receive library services at suitable facilities.**

**Outcome 1:** PPLCS residents receive services in facilities that are conveniently located, safe, accessible, well-equipped and sufficient in both size and comfort.

**Activities:**

5.1.1 Administrator and Directors will be responsible for maintaining current inventories of equipment/furniture. (Ongoing)

5.1.2 Directors, advisory boards, and county commissions will determine needs for expanding and improving facilities. (Ongoing)

5.1.3 Directors and Counties will be responsible for providing new and/or expanded facilities in each of the four counties. (Ongoing)

5.1.4 Directors and Counties will seek to expand services into underserved areas of each county. (Ongoing)

**Goal 6: PPLCS residents have access to enhanced technology.**

**Outcome 1:** Develop and implement a technology plan as it relates to PPLCS's goals and its technology resources.

**Activities:** Review/revise annually the Technology Plan to provide sustainable and efficient. (2011-ongoing)

6.1.1 Administrator and Directors will update/adjust budgets accordingly to implement the Technology Plan. (2011-ongoing)

6.1.2 Administrator and Directors will explore ways to provide technology services more efficiently and to get the most technology for the PPLCS's financial investment through participation in open-source software, resource sharing, and staffing. (2014)

6.1.3 Directors and Administrator will regularly assess training needs to update skills of staff and patrons as new equipment and resources are added to PPLCS as well as upgrades to current equipment and resources. (Ongoing)