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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

Memorandum

MIAMI-DADE COUNTY

Date: July 19, 2011

Agenda Item No. 9(A)(1)

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: Alina T. Hudak
County Manager

Resolution No. R-619-11

Subject: Approval of the Miami-Dade Public Library Five-Year Strategic Plan 2011-2015

Recommendation
It is recommended the Board of County Commissioners approve the Miami-Dade Public Library System (MDPLS) Five-Year Strategic Plan for 2011-2015.

Scope
The item impacts the services and resources provided by the MDPLS at all of its locations.

Fiscal Impact/Funding Source
The funding source to implement the Strategic Plan will be the Library's Taxing District. The Library is required to submit a Strategic Plan, approved by its governing body, to the State Library every five years to be eligible for State Aid to libraries, approximately $1.5 million per year.

Track Record/Monitor
Raymond Santiago, Library Director, will oversee the implementation of strategic goals outlined in this plan.

Background
The Library has used the Strategic Planning process as a mechanism for introspective analysis, a chance to examine the strengths, weaknesses, opportunities and threats that the department faces and to investigate trends in public libraries nationwide, to analyze local demographic information, and get feedback from the community. As a result of this work, MDPLS has identified goals and objectives that are intended to provide the highest quality of resources, services, and programs most needed by our community. Through this plan, the Library will continue to promote 5-Star Customer Service, to utilize new technology and to expand access, in its broadest sense, to all the community through both traditional and innovative approaches.

Michael Spring, Cultural Affairs Director
County Executive Office

MEMORANDUM

(Revised)

TO: Honorable Chairman Joe A. Martinez and Members, Board of County Commissioners

DATE: July 19, 2011

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Agenda Item No. 9(A)(1)

Please note any items checked.

_____ **"3-Day Rule" for committees applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous _____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 9(A)(1)
7-19-11

RESOLUTION NO. R-619-11

RESOLUTION APPROVING THE LIBRARY DEPARTMENT'S FIVE-YEAR STRATEGIC PLAN FOR THE YEARS 2011-2015

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this board approves the Miami-Dade Public Library System Five-Year Strategic Plan attached hereto.

The foregoing resolution was offered by Commissioner **Rebeca Sosa**, who moved its adoption. The motion was seconded by Commissioner **Joe A. Martinez** and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman	aye		
Audrey M. Edmonson, Vice Chairwoman	absent		
Bruno A. Barreiro	aye	Lynda Bell	aye
Esteban L. Bovo, Jr.	absent	Jose "Pepe" Diaz	aye
Sally A. Heyman	absent	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	aye
Rebeca Sosa	aye	Sen. Javier D. Souto	aye
Xavier L. Suarez	aye		

The Chairperson thereupon declared the resolution duly passed and adopted this 19th day of July, 2011. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: Christopher Agrippa
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

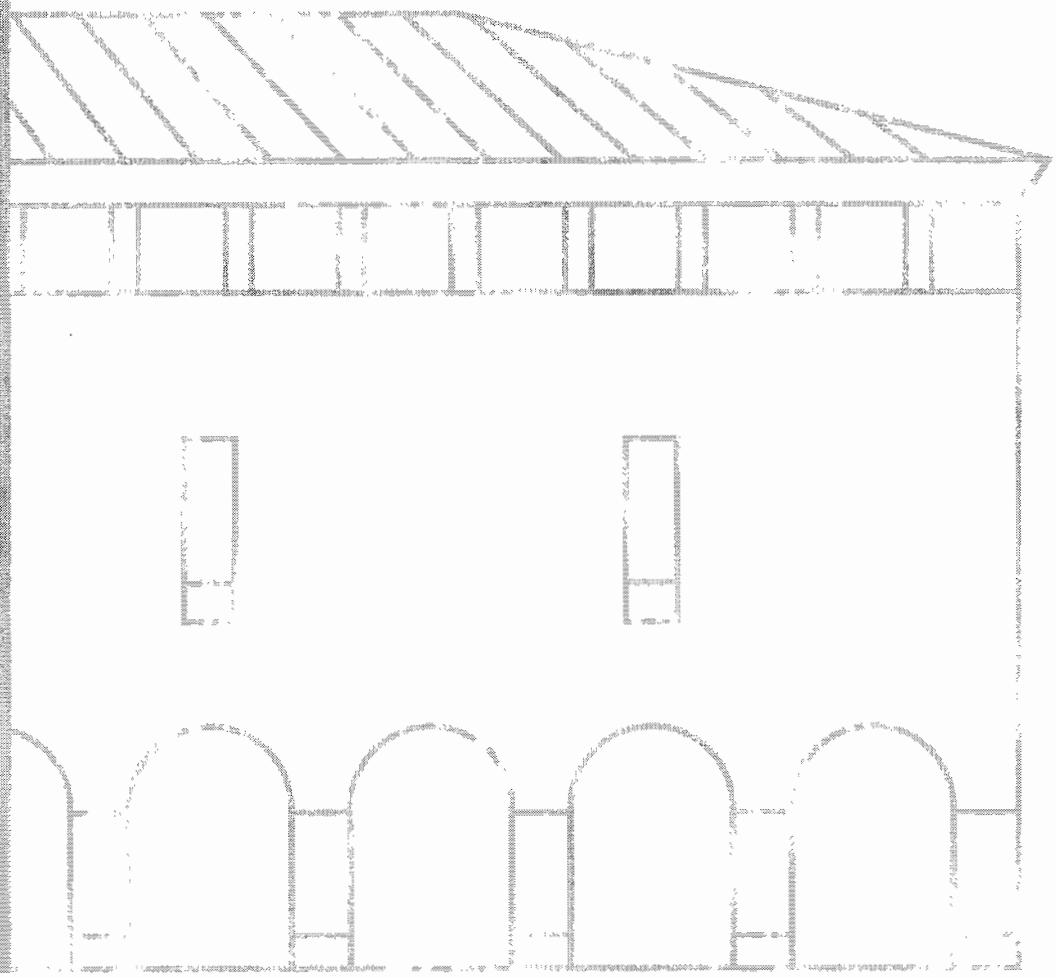
Richard Seavey

MIAMI-DADE COUNTY

Miami-Dade Public Library System

Strategic Plan 2011/12-2015/16

Delivering Excellence Every Day



Miami-Dade County
Board of County Commissioners

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Chairman

Audrey M. Edmonson
Vice Chairwoman

Barbara J. Jordan
District 1

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District 13

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County Manager

Robert A. Cuevas Jr.
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Santiago Villegas, Special Events
Raymond Santiago, Ex Officio, Library Director

MIAMI-DADE PUBLIC LIBRARY ADMINISTRATION

Director

Raymond Santiago
Miami-Dade Public Library System

Assistant Directors

Phyllis Sue Alpert
Main Library, Collection Development, Automated and Technical Services

Lucrece Louisdhon-Louinis
Community Outreach, Programming and Special Services

William Urbizu
Marketing, Media Relations and Support Services

Suzet Alvarez Cleary
Fiscal Operations and Capital Development

Sylvia Mora-Oña
Branch Operations and Youth Services

7

Table of Contents

I Director's Message 1

II Introduction 2

III Vision Statement, Mission Statement, Guiding Principles, Five-Star Commitment 4

IV History of Miami-Dade Public Library System 5

V Major Achievements of Fiscal Years 2005-2010 6

VI National Library Trends 9

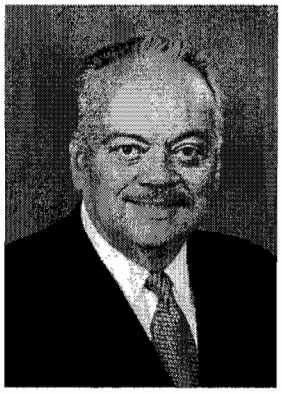
VII Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis 10

VIII Online Focus Group 11

IX Goals, Objectives and Tasks 38

Appendix Miami-Dade County Demographics and Library Statistics 40

DIRECTOR'S MESSAGE



In 2011, the Miami-Dade Public Library System celebrates its 40th anniversary. During the last four decades, Miami-Dade County has undergone incredible economic, social and political changes and so has its Library System. As a result of the 1972 Decade of Progress Bond issue, the Library System constructed eleven branch libraries and a new Main Library during the 1970s and 1980s. During the past decade, the Library System experienced unprecedented expansion with the construction of eleven new libraries and the opening of another eleven smaller libraries in leased spaces, conveniently located in area shopping centers.

Undoubtedly, the Library System excelled at complying with its Mission Statement: *To maintain and improve public library services reflecting the informational, educational and recreational needs of our diverse community.* Its efforts were recognized in 2008 when the Miami-Dade Public Library System received the nation's highest honor for institutions that make significant and exceptional contributions to their communities. The National Medal from the Institute of Museum and Library Services was awarded at a White House ceremony.

The publication of this strategic plan is the start of a process to better meet the Library System's redefined vision: *To be the compelling community destination by providing a Five-Star Customer Service Experience.*

I am grateful to our Mayor, Board of County Commissioners and Administration for their support and advice, and to the residents of Miami-Dade County for their loyal and enthusiastic patronage. I am especially grateful to our staff who labor so diligently every day to deliver excellence in library services.

Raymond Santiago

INTRODUCTION

Miami-Dade Public Library System strives to be a user-centric organization. The Administration believes that the ability to change and adapt is what keeps the public library a vital part of the community. In these times of rapid technological changes and serious financial challenges, this is even more important if the library is to remain a viable organization.

The Library has used the Strategic Planning process as a mechanism for introspective analysis; a chance to examine the strengths, weaknesses, opportunities and threats that we, as an organization, face and to investigate trends in public libraries nationwide, to analyze local demographic information, and to get feedback from the community, through an online focus group. The focus group solicited opinions from the community as to what the Library should concentrate on for the next five years. Through this process, the Library has sought to determine the needs and desires of the rapidly-changing, diverse local community so that we can position the organization to meet those needs and desires.

The goals and objectives outlined in this Strategic Plan are intended to focus the Library in a direction that will enable us to provide the resources, services, and programs most needed by our community. Unlike previous Library Strategic Plans, this plan does not enumerate all of the specific tasks that will be undertaken in order to achieve the goals and objectives outlined in the plan. This is a conscious decision based on the fact that, as a County Department, Miami-Dade Public Library System prepares an annual Business Plan for the current and following fiscal years. The Business Plan aligns with the Strategic Plan and includes the specific tasks that the Department will undertake to meet the goals and objectives in the Strategic Plan. The specific performance measures and targets are entered into a Balanced Scorecard, which becomes a part of the Business Plan. For example, the Library has used a twice yearly Customer Satisfaction Survey and a quarterly Internal Branch Survey to measure how well we are providing 5-Star Customer Service. The Business Plan, including the Scorecard, is reviewed and amended annually at the start of the Fiscal Year. This process allows the Library to progress in an established strategic direction, while still allowing us to make changes to utilize new technology and new ideas that have not yet even emerged.

Public libraries are, above all else, a public service institution. Moving forward, the major emphasis for Miami-Dade Public Library System is embodied in Strategic Goal One:

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing informational, educational and recreational needs

To this end, we will continue to promote 5-Star Customer Service and to expand access, in its broadest sense, to all in the community through both traditional and innovative approaches. Since Fiscal Year 2000/2001, the Library has opened 22 additional branches and added four bookmobiles. Still, not all of the residents of Miami-Dade County have an easily reachable Library facility. As funding permits, we hope to increase the number of neighborhood branches and/or provide other types of outlets to provide services to all. We will be investigating new ways of delivering service, such as joint-use facilities, portable outlets, or even self-service outlets. In addition, we will continue to make improvements to further assist Library users who have disabilities.

The flexibility built into this plan will allow the Library to best meet the growing and changing needs of this community and to maximize available staff and funding.

VISION STATEMENT, MISSION STATEMENT, GUIDING PRINCIPLES, FIVE-STAR COMMITMENT

VISION STATEMENT

The Library will be the compelling community destination by providing a five-star customer experience.

MISSION STATEMENT

The Library's mission is to maintain and improve public library services reflecting the informational, educational, and recreational needs of our diverse community.

GUIDING PRINCIPLES

In the Library, as well as all of Miami-Dade government, we are committed to being:

- Customer-focused and Customer-driven
- Honest, Ethical and Fair to All
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Action-Oriented

FIVE-STAR COMMITMENT

Our Five-Star Commitment:

1. **Attitude:** to be here for you
2. **Resources:** to provide opportunities for learning and exploration
3. **Expertise:** to be your best search engine
4. **Empowerment:** to open doors for you
5. **Environment:** to provide an inviting, comfortable, and clean Library

HISTORY OF THE MIAMI-DADE PUBLIC LIBRARY SYSTEM

- The earliest library facilities in the City of Miami were founded through the efforts of women's clubs.
- In 1942 these libraries were brought together to form the City of Miami Public Library System, governed by a Board of Trustees and administered by a Head Librarian.
- On November 1, 1971, the City of Miami transferred its library system to Metropolitan Dade County which created a new Department of Libraries with a Director reporting directly to the County Manager.
- The Hispanic Branch (Rama Hispanica), serving a primarily Spanish-speaking clientele, opened August 2, 1976 in Little Havana.
- Between 1976 and 1990, the "Decade of Progress" Bond Issue provided the funds to open 14 new libraries (South Dade Regional, West Dade Regional, North Dade Regional, West Kendall Regional, Northeast, Model City, Kendall, South Miami, Homestead, Miami Lakes, Coral Reef, Key Biscayne, North Central and the new Main Library) and renovate other locations.
- On October 1, 1986, the Miami Beach Public Library and its two branches became part of the Miami-Dade Public Library System.
- On January 15, 1992, the world's first library on an elevated transit system opened at the busy Civic Center Metrorail station.
- The Doral Branch Library was dedicated September 28, 2000 and relocated to a larger facility in 2003. The Country Walk Branch Library was dedicated August 28, 2001, followed by the Hialeah Gardens Branch on February 13, 2002.
- After an absence of a decade, bookmobile service returned to outlying suburban neighborhoods on April 25, 2002.
- Naranja, Tamiami, and Lakes of the Meadow opened in 2003.
- Concord Branch and Palm Springs North Branch opened in 2004.
- California Club and Sunny Isles Beach Branch opened in 2005. Grapeland Heights Branch was closed because the City of Miami had other plans for the location.
- Golden Glades Branch, Opa-locka Branch and Sunset Branch opened in 2007. International Mall, Kendale Lakes, Pinecrest and Virrick Park Branches opened in 2008.
- Palmetto Bay opened in 2009. Naranja Branch was relocated to a larger, newly constructed facility.
- In 2010, Hispanic Branch was relocated to a larger, newly constructed facility on the ground floor of the Villa Aurora Apartment Complex, affordable housing for previously homeless individuals and families.

MAJOR ACHIEVEMENTS OF FISCAL YEARS 2005-2010

- During the last five years, Library usage has significantly increased. The number of items checked out increased by 42% and the door count increased by 34%.

- Developed 5-Star Commitment, retrained all staff and implemented 5-Star Customer Service.

- In 2008, was a recipient of the prestigious National Medal for Museum and Library Service Award issued by the Institute of Museum and Library Services to outstanding institutions that make exceptional contributions to their communities.

- In 2008, was a recipient of the 2008 Network Sub-regional Library of the Year Award issued by the Library of Congress, National Library Service for the Blind and Physically Handicapped to recognize excellence, innovation and special achievement in providing library services to persons who are blind or have physical disabilities.

- Expanded service from 5 to 6 days a week at 6 additional branches.

- Expanded Sunday Service to 5 additional branches, in addition to Main.

- Initiated new live online chat reference through the State of Florida Ask-A-Librarian service. This enables patrons to communicate in real time directly with professional librarians via their computers.

- Provide express (self) checkout at all branches.

- Opened the following new Library facilities:

  - Golden Glades Branch in Fiscal Year 2006-2007
  - Opa-locka Branch in Fiscal Year 2006-2007
  - Sunset Branch in Fiscal Year 2007-2008
  - International Mall Branch in Fiscal Year 2007-2008
  - Virrick Park Branch in Fiscal Year 2007-2008
  - Kendale Lakes Branch in Fiscal Year 2007-2008
  - New Naranja Branch in Fiscal Year 2008-2009
  - Palmetto Bay Branch in Fiscal Year 2008-2009
  - Pinecrest Branch in Fiscal Year 2008-2009
  - New Hispanic Branch in Fiscal Year 2009-2010

- Completed renovations and other major enhancement projects at the following branches
  - Coral Gables – ADA Compliance & North Wall Repair – Fiscal Year 2007-2008
  - South Miami – ADA Compliance – Fiscal Year 2007-2008
  - Palm Springs North – Library Expansion – Fiscal Year 2008-2009
  - Golden Glades – Site Enhancement, Phase I – Fiscal Year 2009-2010
  - Shenandoah – Major Remodeling – Fiscal Year 2009-2010
  - Miami Springs – Major Remodeling – Fiscal Year 2009-2010
- Completed in-house cosmetic and facelift projects at: Coconut Grove, Concord, Coral Reef, Doral, Homestead, North Shore, South Dade, West Dade - Fiscal Year 2007-2008
- Designed, built and installed self-checkout machine furniture systemwide – Fiscal Year 2007-2008
- Refurbished the fountains and exterior doors at the Coral Gables Branch – Fiscal Year 2008-2009
- Refurbished the floors and walls in the Main Library Business Office – Fiscal Year 2008-2009
- Upgraded book drops and security gates and installed baby changers systemwide – Fiscal Year 2008-2009
- Completed rehabilitation of the Main Library third floor including the Board Room and its kitchenette area as well as the staff room – Fiscal Year 2009-2010
- Refurbished the Children's Room and the Auditorium at Coral Gables Branch – Fiscal Year 2009-2010
- Created and implemented a Security Plan for all facilities that included intrusion alarm upgrade; installation of security cameras; rekeying; security, safety, and ADA inspections; and comprehensive reports for future projects.
- Celebrated the 10th Anniversary of the International Art of Storytelling (AOS) Festival.
- Launched *Reading Ready* – an early literacy program aimed at parents, families and caregivers-in an effort to aid in the development of early literacy skills among children, ages 0 to 5.
- Provided new assistive technology devices, at all facilities, for customers with disabilities.
- Implemented a comprehensive sustainability plan that outlines the Library's green initiatives and goals in community education, business operations and building maintenance and practices. As part of its capital development process, the Library has taken a leadership role

in the development and restoration of green areas to expand and enhance the patron's library experience to the outdoors.

- Received a $200,000 grant from the John S. and James L. Knight Foundation, in 2009, to enhance wireless access and increase the number of laptops available for use by the public.
- Increased the number of PCs and laptops to over 2,000 for staff and patrons in over 48 locations. This includes training labs at two regional libraries located at opposite ends of the county.
- Upgraded the telecommunication infrastructure to provide faster access to the Internet for patrons and staff. This included access points, routers and switches, images, plus ongoing software upgrades and patches to software and fixes to hardware.
- Implemented automated maintenance and computer work order systems which save time and are much more efficient than the previous manual systems.
- Provided professional development opportunities, including:
  - 5-Star Customer Service Training
  - *Reading Ready* Training
  - Polaris Automation System Training
  - Tracking Employee Performance Training
  - Financial Procedures Training
  - County Mentoring Program – Succession Planning
  - Intern/Trainee Mentoring Program
  - County Leadership Workshops and Retreats
  - Supervisory Certification Training
  - International Exchange (AOS)
  - State Summer Reading Program – FLYP workshops
  - Urban Libraries Online Webinars
  - SEFLIN
  - Element K
  - Windows Training

NATIONAL LIBRARY TRENDS

Increased Usage of Libraries Along with Flat or Decreased Funding

As reported by the American Library Association in the 2010 report The State of America's Libraries, over the last five years, nationwide public library door counts, circulation, and the use of Internet terminals have been on the increase. Due to the recession, "Americans are turning to their libraries in ever larger numbers for access to resources for employment, continuing education, and government services. The local library, a traditional source of free access to books, magazines, CDs, and DVDs, has become a lifeline, offering technology training and workshops on topics that ranged from résumé-writing to job-interview skills." At the same time, due to the economic recession, many public libraries have faced a significant reduction in funding. This has led to closing of branches, reductions in service hours, inability to stay current with technology, and decreased materials budgets; all negatively impacted the people who so desperately need the resources available at public libraries.

The Public Library as A Community Place Grows in Importance

The public library serves a significant role in the intellectual, emotional, and social life of the community. Because numerous opportunities are happening in one location at the public library (parents exchanging experiences while their children participate in lively story times; ... teens engaging with one another in poster contests, game tournaments, book clubs, and college fairs; ... job seekers assisting one another at computer skills classes; students of all ages receiving homework assistance; ... art and music lovers sharing in the excitement of art exhibitions and musical performances...free access to books, DVDs, computers and Wi-Fi ...), the library is becoming a compelling neighborhood space where people can meet and interact in ways that are not otherwise likely or even possible. This accounts for the fact that door counts are rising even though access to information is more readily available from home or work than ever before.

Collections and Services and Have Been Impacted by Technological Changes

More and more content is being, and will continue to be, delivered electronically and the Library will play a significant role in instructing patrons how to use these new electronic resources and services. 24/7 access is already provided to newspaper, periodical, and informational databases and downloadable books, audio books, and videos and the number of these resources is rapidly increasing. Wireless access is becoming the norm in public libraries; this allows patrons to use their own laptops or those provided by the library to access the Internet. Social networking sites and blogs are now used to reach potential library customers and build a sense of community with existing library customers. Traditional reference service is being conducted using live online chat, e-mail, and text messaging. Mobile access to the library catalogs and websites is also on the increase. Not only do libraries provide access to computer equipment and technology, but they are also one of the few places where community members can learn to use resources such as e-readers. Keeping up with the constant changes in technology is vital for public libraries in order for them to remain relevant to their communities.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

Strengths

- A customer focused organization that strives to meet the needs and wants of its community.
- Community leaders and decision makers have demonstrated an appreciation of the value of the Library System to the community.
- A collection of almost 4 million items that includes materials in a variety of formats and languages. Electronic resources (such as informational databases and downloadable books, audio books, and videos) provide customers with Library resources 24/7.
- Highly trained and specialized staff, with strong customer service values, in all areas of Library operations and services.
- A robust technology infrastructure that includes fiber access at most locations. Over 1,800 computers for public use and Wi-Fi available at every facility.
- Accessibility at 48 facilities and through Mobile Library services, online presence and special services for people with disabilities.
- Extensive hours of operations including weekend and evening hours at most facilities.
- Well-defined, written policies and procedures, that are reviewed annually and revised if needed, provide standardized service at all facilities. A written Hurricane Emergency Plan and a Continuity of Operations Plan enables the Library to be prepared for possible emergency situations.

Weaknesses

- Lack of optimal funding for providing additional Library programs and services and maintaining and improving existing facilities and technological infrastructure.
- Effectively marketing the Library's resources, programs and services.
- Inability to respond rapidly to evolving and increasing demands for technology.
- Aging facilities, with high maintenance costs, are in need of complete renovation and modernization.
- Inability to respond to demands for new library facilities.
- Not always at the table when community issues are brought up.

Opportunities

- Develop new service and delivery models.
- Extend collaboration and partnerships with community groups and municipalities in the service area.
- Ongoing need to educate the public regarding new technologies.
- Expand Wi-Fi.
- E-government.

Threats

- Funded primarily by property taxes from a separate taxing district, the Library is affected by the volatility of the real estate market.
- The challenge of keeping up with rapidly advancing technologies and building the infrastructure needed to support these technologies.
- Hurricane-prone area.
- Political climate of distrust of government.
- A perception among some community members that libraries are obsolete despite the fact that door counts and usage are increasing.

ONLINE FOCUS GROUP

In August of 2010, in preparation for this Strategic Plan, the Library conducted a four question online Focus Group by posting it on the Library's web page. The Library already conducts bi-annual surveys to evaluate customer satisfaction with our materials, services, and facilities; therefore, we did not need to do that as part of the Strategic Planning process.

Instead, the goal of the Focus Group was to offer our patrons an opportunity to share their positive and negative feelings about the Library system and their ideas regarding the future direction of the Library System. We were more interested in receiving new, innovative ideas rather than statistics on how people like or dislike the Library system.

We chose to use the same four open ended questions that were used in focus groups conducted in 1999 prior to our 2000-2004 Strategic Plan.

The four survey questions were:

- What do you like most about your Miami-Dade Public Library System or your local Branch?
- What improvements would you like to see?
- Think of the library of the future. If money were no object, describe your ideal library system.
- What services and programs do you see the Library System needing to focus on for the next five years?

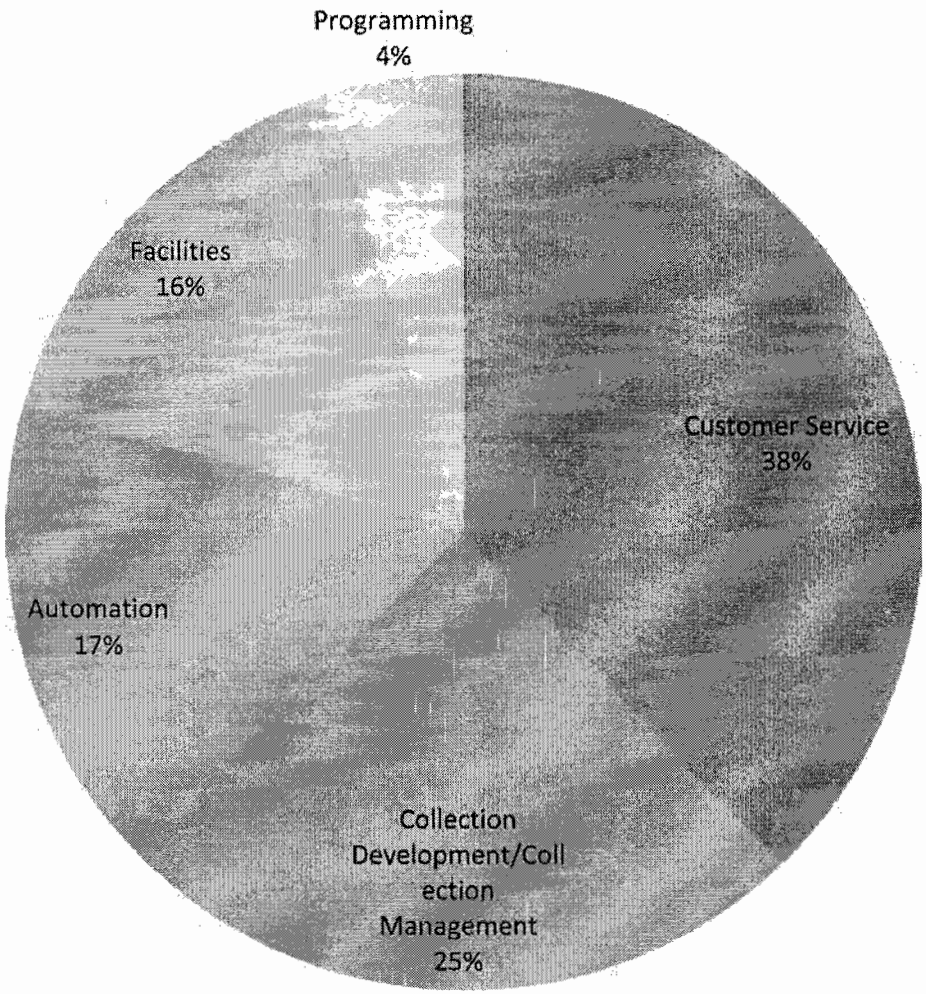
100 patrons responded. Responses almost always included more than one thought per question. Interestingly, most responses fell into the same broad categories that they did in 1999:

- Materials
- Facilities
- Staff
- Services
- Programming
- Electronic Resources

Following are the Focus Group results:

Question 1

What do you like most about Miami-Dade Public Library System or your local branch?



Q1. What do you like most about Miami-Dade Public Library System or your local branch?

Every response from the online focus group provided multiple answers or feedback.
This data was categorized and quantified but because participants offered more than one answer for each question the percentages amount to more than 100%.

81 responses from an online focus group liked best the Library's

Customer Service

- 47 Library Staff
  - 17 Helpful
  - 20 Friendly, nice staff
  - 3 Reference services
  - 7 In General
- 26 Book reserves, pick-up & return
- 6 Library services overall
- 1 Book holds section
- 1 Focus on children

53 responses from an online focus group liked best the Library's

Collection Development/Collection Management

- 46 Materials
  - 1 Historical collections
  - 12 DVDs
  - 15 Books
    - 1 Fiction
    - 1 Art books
    - 13 In General
  - 1 Periodicals
  - 5 Books on CDs
  - 1 Music
  - 10 General
  - 1 Number of copies/best sellers – short wait time

1 Material check-out time
4 Digital Library
  2 E-Books
  2 Databases
2 Interlibrary Loan Services

36 responses from an online focus group liked best the Library's

Automation

2 Wireless
21 On-line access/website
2 Self check-out machines
6 Computer Access
  2 Internet
  3 In General
  1 Laptops
5 Catalog

34 responses from an online focus group liked best the Library's

Facilities

4 Days/Hours of operation
30 Location
  12 Convenient
  10 Clean, pleasant & well maintained
  5 Beautiful building/space
  1 Parking
  2 Number of branches

10 responses from an online focus group liked best the Library's **Programming**

- 4 Classes
  - 2 Computer
  - 1 Job search
  - 1 Resume
- 6 Good Programs
  - 1 AOS
  - 1 Children's
  - 1 Fun and interesting
  - 2 Yoga
  - 1 In General

FEEDBACK

53 Collection Development/Collection Management

46 out of 53 or **87%** of the responses felt that what they liked the most was the materials or collections of the Library
4 out of 53 or **8%** of the responses liked the electronic resources that are available through the Library
2 out of 53 or **4%** responded that the Interlibrary Loan services was what they liked the most

81 Customer Service

47 out of 81 or **58%** of the responses felt that the staff was what they liked the most
26 out of 81 or **32%** of the responses liked the book reserve, pick-up and return the most
6 out of 81 or **7%** of the responses liked the overall library services offered at MDPLS

34 Facilities

30 out of 34 or **88%** responded that the Library's convenient, well maintained and beautiful locations was what they liked the most
4 out of 34 or **12%** suggested that the days and hours of operation was what they liked the most

36 Automation

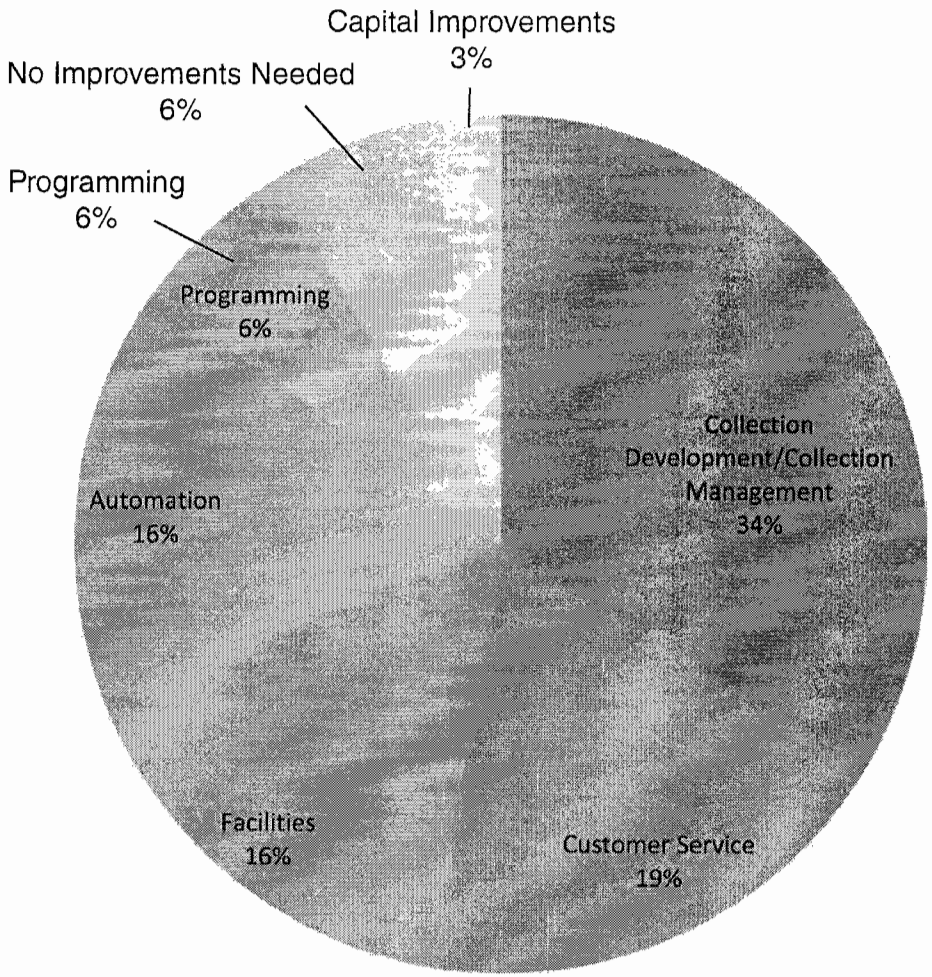
21 out of 36 or **58%** responded that their favorite feature was the Library's on-line access and website
6 out of 36 or **17%** responded that the accessibility of the Library's computers was what they like the most
5 out of 36 or **14%** responded that the Library's catalog was what they liked the most
2 out of 36 or **6%** liked the wireless service
2 out of 36 or **6%** of the responses liked the self check-out devises the most

10 Programming

6 out of 10 or **60%** of the responses liked the good programming offered at the libraries
4 out of 10 or **40%** responded that the classes offered by the Library was what they liked the most

Question 2

What improvements would you like to see?



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Q2. What Improvements would you like to see?

Every response from the online focus group provided multiple answers or feedback.
This data was categorized and quantified but because participants offered more than one answer for each question the percentages amount to more than 100%.

49 online focus group participants suggested ways to improve

Collection Development/Collection Management

- 1 Weeding books in poor condition
- 3 Suggestion for purchase
  - 2 Notify customers regarding their suggestions
  - 1 Better system to request books
- 31 More materials
  - 1 Number of copies
  - 7 DVDs
  - 1 Current paperbacks
  - 8 Books
  - 1 Bestsellers @ South Dade
  - 2 Books on CDs
  - 2 More books on tape (Recorded books)
  - 1 Pop music CDs
  - 2 Spanish books
  - 1 More exciting books @ Key Biscayne
  - 2 More than one copy of eBooks
  - 2 More new items
  - 1 Children's materials
- 1 Double check DVDs are working after they are returned
- 1 Check-out more items
- 1 50 to many items to check-out
- 5 Better selection of materials

- 1 More balance between foreign language & English
- 1 General
- 2 To many selection of popular movies and not enough of the rest
- 1 Better quality non-fiction materials

2 Circulate magazines

2 Digital Library
- 1 Expand digital library
- 1 Previous music online provider (friendlier and easier to use)

1 Instructional materials (specially in Spanish @ Coral Gables)

1 Switching materials between branches to keep selection fresh

27 online focus group participants suggested ways to improve

Customer Service

11 Better Hours
- 3 Longer hours on Sunday
- 2 Longer hours on weekends
- 3 Longer hours general
- 1 8 a.m. - 8 p.m. every day
- 1 Open at 8 a.m.
- 1 Open Fridays

1 Shorter hours (close at 8 p.m. rather than 9 p.m.)

9 Library Staff
- 2 Better proactive service (listening)
- 2 Better attitude
  - 1 Circulation staff
  - 1 General

24 online focus group participants suggested ways to improve

- 1 All staff working desk should speak English
- 3 better training
  - 2 Small branches
  - 1 Main departments
- 1 stop greeting - better things to do with staff
- 1 Reserves should be waiting for customers
- 2 Faster shipping of materials
- 1 Book sales @ local branches not just Main Library
- 1 Shorter wait times for circulation
- 1 Separate check-out to new customer registration

Facilities

- 5 Better parking facilities
  - 1 Lemon City Branch
  - 1 Main
  - 2 Miami Beach
  - 1 General
- 9 Quieter areas/facilities
  - 4 No cell phones
  - 1 West Dade
  - 4 Overall
- 1 Less eating in the Library
- 2 Atmosphere hindered by homeless population
- 1 Drive-by reserve window
- 1 Do not place items on the lowest shelf
- 1 Better café vendor @ Miami Beach
- 2 Security enforcing rules
- 1 Cleaner facilities
  - 1 Main Library needs shelves vacuuming
- 1 Better furniture @ Hispanic

23 online focus group participants suggested ways to improve

Automation

- 4 ILS System
  - 1 Better system to track item delivery
  - 2 Better system for retuning materials after hours
  - 1 Better ILL (Tracking)
- 2 Better website (easier and more interactive)
- 2 Pay fees online
- 2 More computers
  - 1 Coral Gables
  - 1 In General
- 2 eBooks
  - 1 Better downloading instructions
  - 1 Easier way to download eBooks
- 1 Longer computer time
- 8 Catalog
  - 3 Easier
  - 4 Improve searching features
  - 1 Better not down for maintenance
- 1 Self-Check for all items not just books
- 1 Better turnaround time on computer repairs

9 online focus group participants suggested ways to improve

Programming

- 2 Computer classes
  - 1 Taught like workshops (in a series)
  - 1 More classes
- 1 Photography contest for all ages
- 1 Infant story time on Monday mornings
- 2 Teach customers about the Library's services & resources
- 1 More author readings (Arts & Science areas)
- 1 More crafts
- 1 More programming in general

9 online focus group participants responded that

No Improvements Needed – 8.9%

- 1 Nothing everything is beautiful
- 1 Everything working fine
- 1 None. It is terrific
- 3 Nothing
- 1 Just fine
- 1 I think MDPLS is doing an amazing job in so many ways. The new web site is fantastic. Congratulations
- 1 No improvement to be made

4 online focus group participants suggested

Capital Improvements – 4.0%

- 1 New Aventura Branch
- 1 Expand Civic Center
- 1 Expand (unnamed branch) in shopping center when nearby shops leave
- 1 Gut Coral Gables

FEEDBACK

49 – Collection Development/Collection Management

39 out of 49 responses that addressed the collection wanted more materials or 80%
5 out of 49 responses that addressed collection development wanted better selection or 10%
3 out of 49 responses about the collection wanted improvements to the suggestion for purchase system or 6%
2 out of 49 responses about the collection wanted magazines to circulate or 4%
2 out of 49 responses wanted improvements to the digital library or 4%

27 – Customer Service

11 out of 27 responses that dealt with customer service wanted better/longer hours or 41%
9 out of 27 responses under customer service dealt with staff improvements or 33%
2 out of 27 responses wanted materials shipped faster or 7%

24 – Facilities

5 out of 24 responses about facilities wanted better parking or 21%
9 out of 24 wanted quieter facilities or 38%
2 out of 24 responses expressed a concern over the atmosphere homeless people bring to the facilities or 8%
2 to of 24 responses wanted security to be more proactive or 8%

23 – Automation

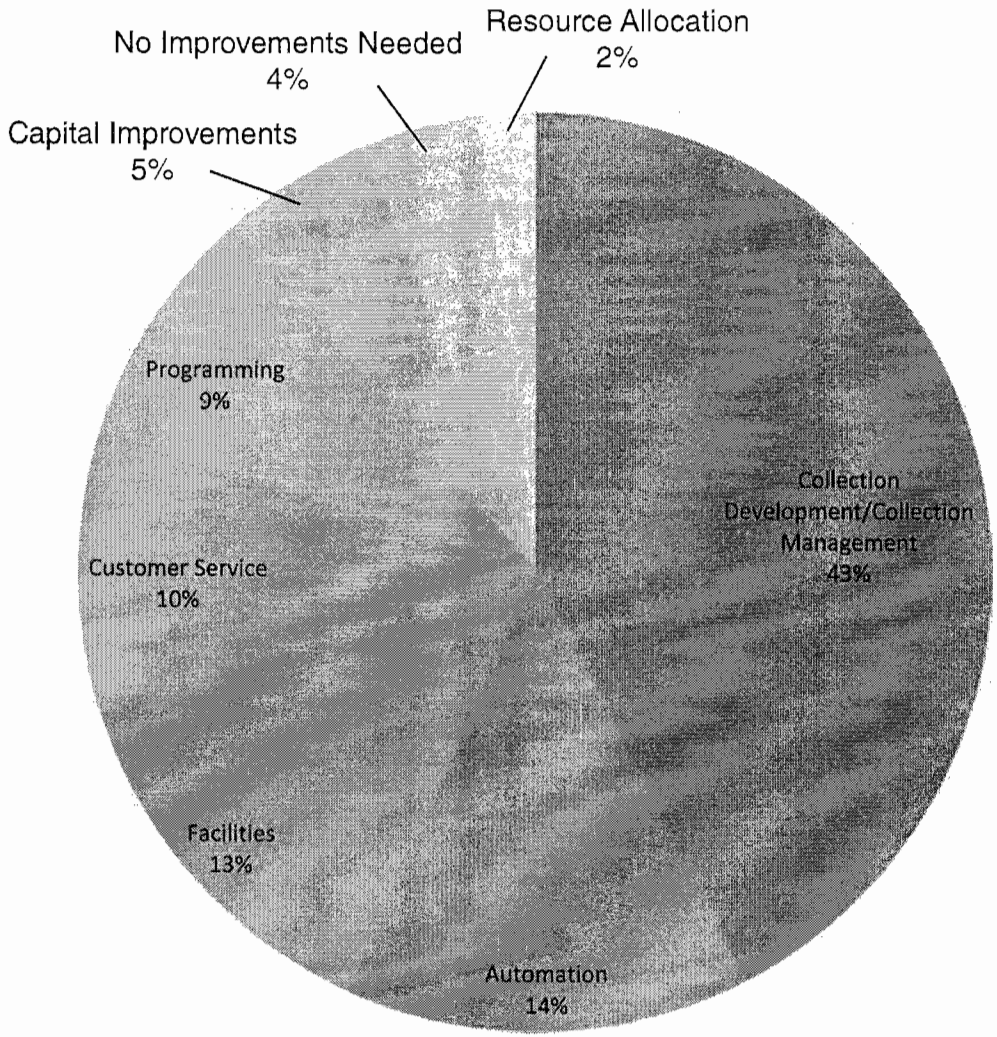
4 out of 23 respondents made suggestions to improve our ILS system or 17%
2 out of 23 responses wanted improvements to the website or 9%
2 out of 23 responses wanted to be able to pay fees online or 9%
2 out of 23 responses wanted more computers or 9%
8 out of 23 responses wanted improvements to our catalog or 35%

9 – Programming

2 out of 9 responses about programming suggested more/improved computer classes or 22%
2 out of 9 responses suggested teaching the community more about the libraries services or 22%

Question 3

Think of the library of the future. If money were no object, describe your ideal library system.



Q3. Think of the library of the future. If money were no object, describe your ideal library system.

Every response from the online focus group provided multiple answers or feedback.
This data was categorized and quantified but because participants offered more than one answer for each question the percentages amount to more than 100%.

89 responses regarding the ideal library system dealt with

Collection Development/Collection Management

- 66 Materials
  - 5 Fast access to unlimited resources
  - 6 More audio books
  - 4 Best seller list available immediately
  - 24 More books & faster
    - 2 More manga
    - 1 Jewish interest
  - 8 More DVDs of new movies & television shows
  - 3 At least 1 copy of every new book should be ordered
  - 3 More summer reading books
  - 1 Rosetta Stone
  - 2 Better selection
  - 1 More books on tape
  - 1 Limit to the number of popular materials request that can be made
  - 1 Fine for requested materials not picked-up
  - 2 More music
  - 2 Acquire the whole series
  - 1 Sanitize materials when they return
  - 1 Updated periodicals
  - 1 Longer check-out time
- 17 Electronic materials
  - 4 All eBook title available electronically

- 3 More eBooks
- 1 More music and video
- 1 More learning materials
- 1 Make Microsoft classes available
- 1 Movies on demand
- 1 Streaming movies
- 1 More online audio books
- 1 Better databases
- 3 Kindle eBooks

2 Weeding
- 1 Too extensive
- 1 Weed musty books

2 ILL
- 1 No ILL fee
- 1 Better ILL from webpage

2 Money will always be a factor and must prioritize acquisitions

30 responses regarding the ideal library system dealt with

Automation

2 ILS System
- 1 Improve ILS system
- 1 Better message notification

1 Webpage
- 1 Availability for customers to have a space on the webpage to give suggestions and book reviews

2 Wireless
- 1 better and easier to use (menu driven)

2 Catalog
- 1 Improve catalog (Fine tune)
- 1 Amazon/library compatibility

28 responses regarding the ideal library system dealt with

- 10 New Technology
  - 2 Availability of iPod and/or eBook readers
  - 1 Kiosks with downloadable eBooks, music, etc.
  - 2 app to request and renew books
  - 2 app to check computer availability and make reservation
  - 1 Add to West Dade & Main since they have the space
  - 1 Laptops available to take home
  - 1 More automation
- 13 Computers/Printers
  - 8 More state of the art computers
    - 1 More laptops
  - 2 Longer computer time
  - 1 MACs
  - 1 More reservation computers
  - 1 More printers

Facilities

- 5 Parking
  - 3 Free parking
  - 2 Arrangements for free rides on bus or metro to Library
- 4 Quiet areas (soundproofed)
- 9 Enhancements
  - 1 Play area for children
  - 1 Soft chairs
  - 1 Yoga Studio
  - 1 Media Rooms (DVDs)
  - 1 Day Care
  - 1 More bicycle parking

- 1 Theater
- 1 Large gallery for local artists and photographers
- 1 Landscaped outdoor reading areas

4 Coffee & snack stand in lobbies
- 1 Starbucks shop

5 Clean & Safe environment
- 1 Better security enforcement
- 1 New caret every year

1 More self-check items

21 responses regarding the ideal library system dealt with

Customer Service

9 Hours of Operation
- 5 Open 24/7
- 1 Reopen Sundays
- 2 Longer hours
- 1 7 days from 9 to 9

5 Pickup & Returns
- 3 Free shipping of materials
- 2 Free mail return or convenient drop off like supermarkets

7 Staff
- 1 More engaging
- 2 More staff
  - 1 More staff in children's
- 1 Make staff available in children's area to read to children as they come in
- 3 Training
  - 1 MLS for all staff

18 responses regarding the ideal library system dealt with

Programming

- 2 More best selling author readings
- 2 Classes
  - 1 More computer classes
- 4 More children's programs
- 1 Special programs every weekend
- 1 Book Sale (quarterly)
- 2 Yoga classes daily
- 1 Classes around election time to learn about candidates and issues
- 1 Advertise what is happening to Library budget before it happens
- 2 More activities for seniors
- 1 More exhibits throughout the branches
- 1 More programs for teens

11 responses regarding the ideal library system dealt with

Capital Improvements

- 2 Main Library would be 3 floors (1 children, 2 teens & 3 adults)
- 1 New branch closer to North bay Village
- 2 Floor to ceiling windows (natural lighting)
- 3 More kiosks like the Civic Center (in malls, etc)
- 3 Large facilities like the Main Library

9 responses regarding the ideal library system suggested

No Improvements Needed

- 1 Facilities are good
- 1 I like the Library just the way it is. Not too many computers, a lot of books, and they're always getting new books.
- 1 I think that a system run pretty much as it already is would be fine.
- 1 I like it the way it is now.
- 1 Pretty good as it is!!!
- 1 It's a great Library.
- 1 I think MDPLS is a wonderful system.
- 1 I think you're doing a good job as it is. I hope the funding doesn't get cut.
- 1 The Library is fine as it is today.

4 responses regarding the ideal library system suggested alternative

Resource Allocation

- 3 Reduce carbon footprint while delivering same services
  - 1 Paper recycling
  - 1 Photo-ID for State-wide library use
- 1 Early Voting
  - 1 Waste of Library resources

FEEDBACK

89 – Collection Development/Collection Management

66 out of 89 or **74%** of the responses that addressed the collection wanted cleaner, faster, better or more materials

17 out of 89 or **19%** of the responses addressing collection development wanted better and more accessible electronic resources

2 out of 89 or **2%** of the responses about the collection made remarks about weeding

2 out of 89 or **2%** of the responses wanted improvements to ILL

30 – Automation

2 out of 30 or **7%** responders envisioned a Library system with an improved ILS system

2 out of 30 or **7%** of the responses desired better catalog features

10 out of 30 or **33%** of the responses envisioned new technology in their Library of the future

13 out of 30 or **43%** of the responses environed libraries with more reservation systems, printers, laptops, PCs and MACs

28 – Facilities

5 out of 28 or **18%** of the responses about facilities wanted better parking or alternative transportation

4 out of 28 or **14%** wanted quieter facilities

4 out of 28 or **14%** of the responses wanted a café in the libraries

5 to of 28 or **18%** of the responses envisioned clean & save facilities

9 to of 28 or **32%** of the responses provided enhancements to the facilities

21 – Customer Service

9 out of 21 or **43%** of the responses envisioned libraries open for more hours

5 out of 21 or **24%** envisioned a Library with free home delivery and better options for returning materials

7 out of 21 or **33%** of the responses envisioned their Library of the future with more and better trained staff

18 – Programming

16 out of 18 or **89%** of the responses imagined a Library of the future with better and more programming

11 – Capital Improvements

5 out of 11 or **45%** responders envisioned larger libraries in the future

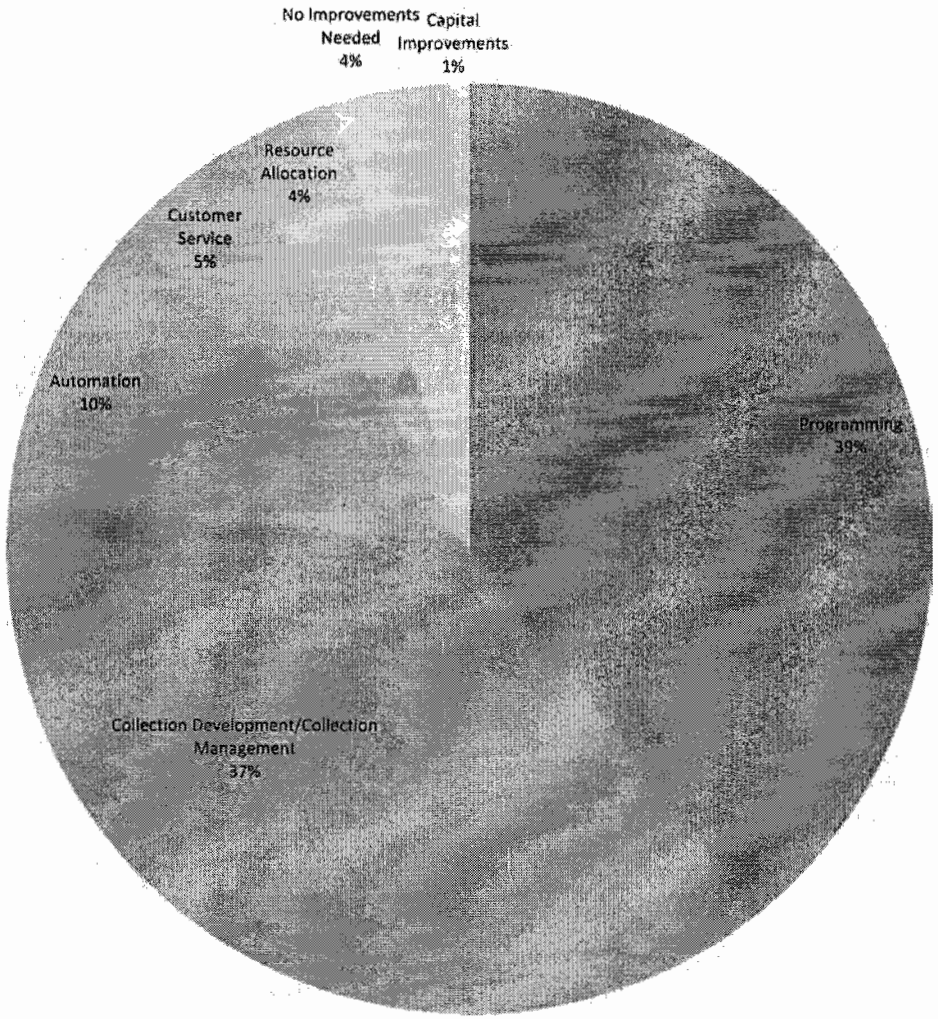
3 out of 11 or **27%** of the responses for saw more kiosks around the county

4 – Resource Allocation

3 out of 4 or **75%** responders for saw libraries of the future reducing the carbon foot print by being green

Question 4

What services and programs do you see the Library System needing to focus on for the next five years?



40

Q4. What services and programs do you see the Library System needing to focus on for the next five years?

Every response from the online focus group provided multiple answers or feedback.
This data was categorized and quantified but because participants offered more than one answer for each question the percentages amount to more than 100%.

51 online focus group participants suggested the Library should focus on

Programming

- 2 More free tutoring
- 1 Books sale (possibly 2x a year)
- 1 More author readings
- 1 Connections & Talking Books
- 46 More programming
  - 24 Children, YA & adult programs
    - 5 More programs in general
    - 1 Spanish
    - 1 Art & cultural programs
    - 1 Storytelling
    - 1 Teen technology driven programs
    - 15 Literacy
      - 2 Early literacy
      - 1 Information literacy
      - 1 Literacy based arts & crafts
      - 3 ESOL
      - 4 In general
      - 4 Emphasizing basic reading
  - 4 More activities like book clubs/book discussion
  - 8 Computer classes
    - 7 More classes
    - 1 More new technology courses

48 online focus group participants suggested the Library should focus on

- 3 Financial/employment
- 1 Family
- 3 Seniors
  - 1 Retirement

Collection Development/Collection Management

- 31 Materials
  - 8 DVDs
    - 2 Children's movies
  - 12 Books
  - 2 Books on CDs
  - 2 Spanish books
  - 4 Periodicals
  - 1 Maintaining collection
  - 1 Textbooks (college & high school)
  - 1 school summer reading lists
- 4 Better selection of materials
  - 1 More balance between foreign language & English
  - 2 General
  - 1 GLBT not represented in catalog
- 10 Electronic Resources
  - 9 Expand digital library & accessibility
  - 1 Easier to use and access
- 1 Longer borrowing time (7 weeks)
- 2 Better Interlibrary Loan Services

13 online focus group participants suggested the Library should focus on

Automation

- 2 Technology upgrades
- 2 Debit card/credit card payment method
- 6 More computers
- 3 Catalog
  - 2 Easier
  - 1 Improve features

6 online focus group participants suggested the Library should focus on

Customer Service

- 5 Better Hours
  - 1 Country Walk opening Fridays
  - 2 Morning hours
  - 1 24/7
  - 1 Sunday hours
- 1 More elderly services

5 online focus group participants suggested the Library should focus on

Resource Allocation

- 1 Restricting computer usage to children and YA in those areas
- 1 Make sure lawgivers do not censor books
- 2 Interaction between Library and public/private schools
- 1 Agreement to loan books between MDPLS & BPL

5 online focus group participants responded that

No Improvements Needed

1 I am very satisfied with our local branches and the services provided. You are doing a great job.
1 I think the Library is doing a great job
1 I am very satisfied
1 The Library does a very good job and I feel if they focus on what they have been doing before they will do great like they are doing now.
1 I want to conclude that your system is excellent in my opinion.

1 online focus group participants suggested the Library should focus on

Capital Improvements

1 Expand (unnamed branch) in shopping center when nearby shops leave

FEEDBACK

48 – Collection Development/Collection Management

31 out of 48 responses or **65%** wanted the Library to focus on more materials over the next 5 years
10 out of 48 responses or **21%** wanted the Library to focus on electronic resources
4 out of 48 responses or **8%** wanted the Library to focus on selecting better materials
2 out of 48 or **4%** wanted the Library to improve Interlibrary Loan Services in the future

6 – Customer Service

5 out of 6 responses or **83%** wanted the Library to look at opening better and longer hours in the future

13 – Automation

6 out of 13 respondents or **46%** suggested adding more computers in the future

3 out of 13 or **23%** of the responses asked the Library look at improving the catalog in the future

2 out of 13 responses or **15%** wanted the Library to continue staying up with the changing technology

2 out of 13 or **15%** of the responses wanted online payment options in the future

51 – Programming

46 out of 51 or **90%** of the responses suggested for the Library to increase and improve programming in the future

2 out of 51 or **4%** of the responses wanted the Library to continue and expand the free tutoring in the future

5 – Resource Allocation

2 out of 5 or **40%** of the responses wanted the Library and school systems to collaborate more in the future

GOALS, OBJECTIVES AND TASKS

Strategic Goal One: **Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing informational, educational, and recreational needs**

Objective One: *Continue to provide 5-Star Customer Service*

Task One: Focus training on employees understanding that they are the face of County government and being able to articulate the value of County services

Task Two: Enhance internal communication and training methods

Task Three: Develop and implement an Internal Marketing Plan

Objective Two: *Expand access to the community through both conventional and innovative approaches.*

Task One: Investigate alternative means of access and service delivery

Task Two: Develop an annual Access Improvement Plan

Objective Three: *As funding and staffing allow, increase program, service, and resource opportunities for our community*

Task One: Identify, analyze and develop new programs and services that respond to the community's needs

Task: Two: Assure that new programs and services and additional resources are prioritized in the annual Budget Plan

Objective Four: *To maintain adequate levels of staff to carry out the Library's specific goals*

Task One: Review and update Staffing Plan annually and reallocate resources as needed

Task Two: Request additional staffing as necessary through the annual budget process

Strategic Goal Two: **Increase participation in and awareness of programs, services and facilities**

Objective One: *To increase use of the Library's resources, programs, and services by demonstrating to County residents the relevancy of the public library to their lives and by providing for lifelong learning*

Task One: Develop and implement targeted marketing campaigns to various segments of the community

Task Two: Utilize a variety of traditional and future communication methods to reach our diverse population

Strategic Goal Three: **Secure and invest additional public and private resources to improve and expand programs, services and facilities**

Objective One: *Identify and access public and private funding opportunities*

Task One: Maximize existing partnerships and develop new partnerships which will enable the Library to expand programs, services and resources

Task Two: Utilize support groups to advocate for legislation to improve funding for libraries on the local, state and national levels

Task Three: Identify and apply for appropriate grant opportunities

Strategic Goal Four: **Develop lifelong learning and professional development opportunities through education, outreach and training partnerships**

Objective One: *To ensure that all staff have the needed skills to competently carry out their job responsibilities.*

Task One: Analyze staff training needs to determine quantity, topics, and method of training to be offered on an ongoing basis

Task Two: Continue to design, develop, and implement an ongoing schedule of staff training

Task Three: Prioritize funding for training during the annual budget process

APPENDIX

MIAMI-DADE COUNTY DEMOGRAPHICS AND LIBRARY STATISTICS

1. Population in 2009: 2,467,618

Data Source: Sourcebook of County Demographics. 21th ed., 2009

Projected Population for 2014: 2,549,776

Data Source: Sourcebook of County Demographics. 21th ed., 2009

2. Population by Age:

	2000	2005	2010	2015
under 16 years	495,375	527,987	534,919	568,328
between 16 and 64 years	1,457,435	1,568,900	1,675,516	1,762,652
age 65 and older	300,00	325,113	340,854	372,142

Data Source: Miami-Dade County Department of Planning and Zoning, Research Section, 2005. (U.S. Bureau of the Census, Decennial Census Reports for 2000)

3. Number of Single-Parent Households:

2000	2008
87,205 (33%)	85,339 (35%)

Data Source: Miami-Dade At-A-Glance. Miami-Dade County Department of Planning and Zoning, Research Section, 2009. (U.S. Bureau of the Census, Decennial Census 2000 and American Community Survey 2008)

4. Home Language Other than English (Top 10 School Districts) by Students:

Spanish	Haitian/French-Creole	Portuguese	French	Vietnamese
215,655	22,475	1,823	2,653	190

Data Source: Characteristics of Students by Place of Birth and Language Spoken in the House. Office of Economic & Demographic Research Florida Legislature (August 2005)

5. Percentage of Foreign Born Population

1950	1980	2000	2008
10.4%	35.6%	50.9%	49.9%

Data Source: Miami-Dade County Economic and Demographic Profile, March 2010. Miami-Dade County Department of Planning and Zoning, Research Section. (2008 American Community Survey)

6. Country of Origin of Miami-Dade County Residents:

Cuba **23.4** % of the population

Nicaragua **3.4** % of the population

Haiti **3.4** % of the population

Colombia **3.4** % of the population

Dominican Republic, Honduras, Venezuela, Peru, Jamaica and Argentina each had a share of **between 1.3 and 1.7** % of the population

Mexico, El Salvador, Brazil, Ecuador, Chile, Guatemala and Panama each had **between 0.4 and 0.9** % of the population

Spain **.33** % of the population

India **.18** % of the population

United Kingdom **.18** % of the population

Data Source: Miami-Dade County's Population at-a-Glance. Miami-Dade County Department of Planning and Zoning, Research Section, 2007. (American Community Survey 2005)

7. Miami-Dade County Number of Households:

2000	2009	2014
776,774	846,450	872,800
2009 Average House Hold Size	2.86	

Data Source: Sourcebook of County Demographics. 21th ed., 2009

8. Miami-Dade County's Ten Largest Private and Public Employers:

Ranking	Private Sector Companies	Employees	Public Sector Companies	Employees
1	University of Miami	12,765	Miami-Dade County Public Schools	54,861
2	Publix Super Markets	11,760	Miami-Dade County	33,653
3	Baptist Health South Florida	11,615	Federal Government	17,000
4	American Airlines	9,000	Florida State Government	17,000
5	Winn-Dixie Stores	8,000	Jackson Health System	11,875
6	United Parcel Service	5,144	Florida International University	8,500
7	Precision Response Corporation	5,000	Miami-Dade College	5,865
8	The Home Depot	4,500	City of Miami	4,600
9	AT&T (Bell South)	4,100	Miami VA Healthcare System	2,310
10	Florida Power & Light Company	3,952	Homestead Air force Base	2,044

Data Source: The Beacon Council, Research Department, Miami Business profile & Relocation Guide (2009)

9. Major Industries: Number of Companies by Number of Employee Ranges:

NAICS Name	Total Employees	1-5	6-10	11-25	26-100	101-499	500+	No Info	Total
Admin/Support/ Waste Mgmt/ Remediation	203,291	75,012	1.214	510	280	97	8	193	77,314
Retail Trade	157,025	27,053	2,029	1,081	517	164	7	1.248	32,100
Healthcare & Social Assistance	156,300	14,598	2,471	997	368	83	27	1,482	20,026
Professional, Scientific, and Technical	132,104	34,498	2,436	1,064	457	54	1	294	38,803
Wholesale Trade	114,775	19,120	2,031	1,214	481	64	3	422	23,335
Manufacturing	88,085	6,639	1.156	654	429	92	12	534	9.516
Construction	87,185	20,951	1,239	730	346	44	3	134	23,446
Finance & Insurance	85,387	18,261	999	580	268	32	8	517	20,666
Other Services	84,992	21,722	1,342	694	250	21	4	164	24,197
Accommodation & Food Services	80,086	2,813	783	876	626	77	7	6,101	11,284
Transportation & Warehousing	75,418	10,155	785	437	236	60	14	265	11,951
Educational Services	74,818	1,643	231	193	365	132	13	867	3,443
Real Estate & Renting & Leasing	63,199	12,979	758	473	194	28	3	210	14,645
Public Administration	42,006	236	110	120	130	82	19	634	1,331
Information	40,031	6,624	381	234	143	33	4	428	7,848
Arts, Entertainment. & Recreation	21,239	3,862	294	136	94	15	3	630	5,035
Agriculture/ Forestry/Fishing and Hunting	5,937	1,103	64	51	32	3	0	17	1,270
Utilities	2,527	79	8	7	8	5	1	36	144
Not Classified	1,549	356	25	18	7	0	0	64,188	64,593
Mining	660	67	10	2	6	0	0	16	101
Management of Companies & Enterprises	7.492	2,983	23	14	7	2	0	16	3,045
Totals	**1,524,106**	**280,754**	**18,389**	**10,085**	**5,244**	**1,088**	**137**	**78,396**	**394,093**

Data Sources: Business Market Factors. Community Profile Analysis, Consumer and Business Demographic Reports 2009

10. Miami-Dade County Gross Domestic Product in (Millions of Dollars):

Industry	2008	Percentage
All industry total	111,497	100.00%
Private industries	98,391	88.20%
Real estate and rental and leasing	21,507	19.30%
Government	13,107	11.80%
Wholesale trade	10,027	9.00%
Professional and technical services	8,442	7.60%
Retail trade	7,372	6.60%
Finance and insurance	7,264	6.50%
Health care and social assistance	7,286	6.50%
Information	5,420	4.90%
Trans. & Warehousing, excl. Postal	5,095	4.60%
Construction	4,913	4.40%
Accommodation and food services	4,266	3.80%
Manufacturing	3,852	3.50%
Administrative and waste services	3,534	3.20%
Other services, except government	2,633	2.40%
Utilities	1,772	1.60%
Management of comp and entrepreneurs	1,546	1.40%
Educational services	1,525	1.40%
Arts, entertainment, and recreation	1,216	1.10%
Ag, Natural Resources and Mining	721	0.60%

Data Source: Miami-Dade County Economic and Demographic Profile, March 2010. Miami-Dade County Department of Planning and Zoning, Research Section. (Miami-Dade Office of Economic Development Coordination)

11. Percent Unemployed:

2003[1]	2004[1]	2005[1]	2006[1]	2007[1]	2008[1]	2009[1]	2010 (June)[2]
5.9%	5.4%	4.3%	4.1%	4.4%	5.8%	11.6%	12.8%
National Average[2]				9.6 %			

Data Source: [1]Miami-Dade County's Unemployment at –a-Glance. Miami-Dade County Department of Planning and Zoning, Research Section, 2009. (Bureau labor Statistics)

[2]U.S. Bureau of Labor Statistics (June 2010)

52

12. Median Household Income (Dollars): $44,068

Data Source: Miami-Dade County Economic and Demographic Profile, March 2010. Miami-Dade County Department of Planning and Zoning, Research Section. (2008 American Community Survey)

13. Mean Household Income (Dollars): $65,804

Data Source: Miami-Dade County Economic and Demographic Profile, March 2010. Miami-Dade County Department of Planning and Zoning, Research Section. (2008 American Community Survey)

14. Household Income Distribution (2008):

Total households	825,761	100%
Less than $10,000	87,121	10.6%
$10,000 to $14,999	61,439	7.4%
$15,000 to $24,999	99,219	12.0%
$25,000 to $34,999	91,072	11.0%
$35,000 to $49,999	111,823	13.5%
$50,000 to $74,999	138,656	16.8%
$75,000 to $99,999	86,504	10.5%
$100,000 to $149,999	81,074	9.8%
$150,000 to $199,999	32,423	3.9%
$200,000 or more	36,430	4.4%

Data Source: Miami-Dade County Economic and Demographic Profile, March 2010. Miami-Dade County Department of Planning and Zoning, Research Section. (2008 American Community Survey)

15. Percent of Families Below the Poverty Line:

1979[1]	1989[1]	1999[1]	2007[1]	2008[2]
11.9%	14.2%	14.5%	11.8%	16.5%

Data Source: [1]Miami-Dade County Department of Planning and Zoning, Research Section 2009. (U.S. Census Bureau, Census of Population. 1980 and 1990. Census of Population, Summary Tape File 3a. 2000. Census 2000, Summary File 3. 2007, American Community Survey.)

[2]U.S. Census Bureau, Miami-Dade County QuickFacts (2008)

16. Libraries:

Types of libraries	Number
Public	60[1]
Academic (college and university)	27[1]
Special (Including Hospital & Legal)	23[1]
Institutional	7[1]
School (elementary, middle school and high school)	346[2]

Data Sources: [1]Florida Department of State, State Library and Archives of Florida.
[2]Florida Department of Education, SUNLINK 2010.

17. Number of Schools (Elementary, Middle Schools and High Schools):

Public Schools 427[1]
Private Schools 366[2]

Data Sources: [1]Miami-Dade County Public Schools, Statistical Highlights 2009-2010 (March 2010)
[2]Florida Department of Education, Florida's Private Schools Annual Report 2009-2010.

18. Number of Public School Students: 345,406

Data Sources: Miami-Dade County Public Schools, Statistical Highlights 2009-2010 (March 2010)

19. Ethnic Composition of Public School Students:

	Total	Percentage
Hispanic	222,167	64.30%
Black Non-Hispanic	86,617	25.10%
White Non-Hispanic	30,671	8.90%
Other	5,951	1.70%

Data Sources: Miami-Dade County Public Schools, Statistical Highlights 2009-2010 (March 2010)

20. Number of Private School Students: 60,860

Data Sources: Florida Department of Education, Florida's Private Schools Annual Report 2009-2010.

21. Homeschooling:

Number of students: 2,818
Number of families: 2,150

Data Source: Home Education in Florida, 2009-2010 Annual Report. (Home Education Program Statistics Comparison of 2008-2009 and 2009-2010)

22. Number of Higher Education Institutions:

Colleges: 3
Universities: 8

Data Source: Miami-Dade Planning Organization, (Colleges and Universities Map).

23. Miami-Dade County Educational Attainment (2008):

Population 25 years and over	1,623,937	100%
Non high school grad, nor equivalency	367,838	22.7%
High school graduate, including equivalency	430,136	26.5%
Some college, no Bachelor's degree	374,732	23.1%
Bachelor's degree	286,615	17.6%
Graduate or professional degree	164,616	10.1%
Percent high school graduate or higher	**77.3%**	
Percent bachelor's or higher	**27.8%**	

Data Source: Miami-Dade County Economic and Demographic Profile, March 2010. Miami-Dade County Department of Planning and Zoning, Research Section. (2008 American Community Survey)

24. Number of Health Care and Social Assistance Providers:

Ambulatory health care services 6,669
Hospitals 32
Nursing and residential care facilities 472
Social assistance 1,108

Data Source: U.S. Census Bureau, American FactFinder (2007 Economic Census)

25. Number of Registered Nonprofit Organizations: 8813

Public charities 6,694
Private foundations 955
Other nonprofit 1,164

Data Source: National Center for Charitable Statistics (Public Charity Wizard)

26. Five Important Issues Facing Miami-Dade County in the Next Five Years:

Issue	Library's Role
Economic Development	Business reference sources: e.g., small business, grant information, etc.; computers with Internet, and software for word processing and spreadsheet applications
Children's Rreadiness for School	Story hours introduce children to the enjoyment of books and reading; Reading Ready program encourages and teaches parents to introduce early literacy skills to babies, toddlers and young children; Project Jump Start brings books and other learning materials to disadvantaged children in daycare facilities.
Job Creation	As jobs are created, job seekers can find information about job openings by searching the internet at one of the branch terminals; they can check out books and videos on resume writing and interview skills.
Transportation	Availability of Library resources over the Internet allows customers to retrieve materials without leaving home. Our reserve system enables citizens to pick up materials at their local branches reducing the communities' carbon footprint.
Public Safety	Programs for at-risk children can be developed

MIAMI-DADE PUBLIC LIBRARY SYSTEM

Information & Statistics

The Largest Public Libraries by Population of Legal Service Area:

Number	Institution Name	Population
1	County of Los Angeles Public Library	3,672,882
2	New York Public Library, The Branch Libraries	3,313,573
3	Chicago Public Library	2,896,016
4	Toronto Public Library	2,503,281
5	Brooklyn Public Library	2,465,326
6	Queens Borough Public Library	2,293,007
7	Houston Public Library	2,245,108
8	Miami-Dade Public Library System	2,121,798
9	Broward County Libraries Division	1,751,234
10	San Antonio Public Library	1,622,899

Data Source: Public Library Data Service Statistical Report 2010 (PLA Public Library Association, a Division of the American Library Association).

MIAMI-DADE PUBLIC LIBRARY SYSTEM

Statistical Data Source

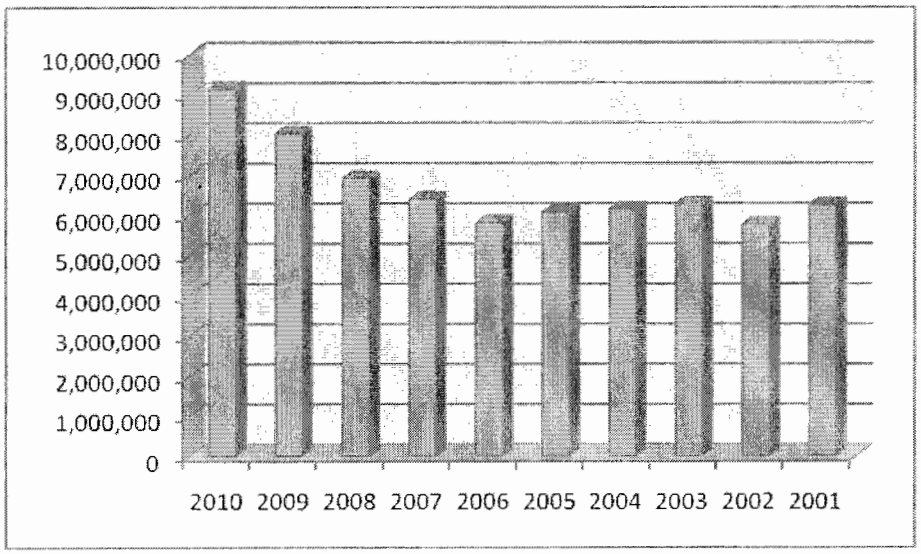
Total Number of Customer Contacts

Year	Directional	Reference	Instructional	Total Information
2010	3,332,309	3,205,661	2,602,891	9,140,861
2009	2,975,707	2,860,352	2,191,939	8,027,998
2008	2,558,394	2,498,471	1,867,641	6,924,506
2007	2,393,513	2,323,624	1,692,112	6,409,249
2006	2,259,856	2,149,647	1,404,791	5,814,294
2005	2,415,209	2,344,266	1,315,147	6,074,622
2004	2,372,676	2,564,008	1,216,392	6,153,076
2003	2,561,763	2,634,702	1,084,678	6,281,143
2002	2,443,824	2,430,707	900,181	5,774,712
2001	2,673,043	2,602,916	981,151	6,257,110

Year	Door Count	Virtual Door Count	Attendance at Programs	Total Customer Contacts
2010	8,338,290	5,025,343	521,737	23,026,231
2009	7,890,048	4,364,062	556,380	20,838,488
2008	6,839,069	3,591,412	411,721	17,766,708
2007	5,872,671	5,872,671	349,373	18,503,964
2006	6,171,474	1,998,454	296,773	14,280,995
2005	6,236,556	N/A	257,529	N/A
2004	6,119,050	N/A	277,622	N/A
2003	6,228,322	N/A	331,237	N/A
2002	6,029,661	N/A	300,567	N/A
2001	5,656,252	N/A	367,221	N/A

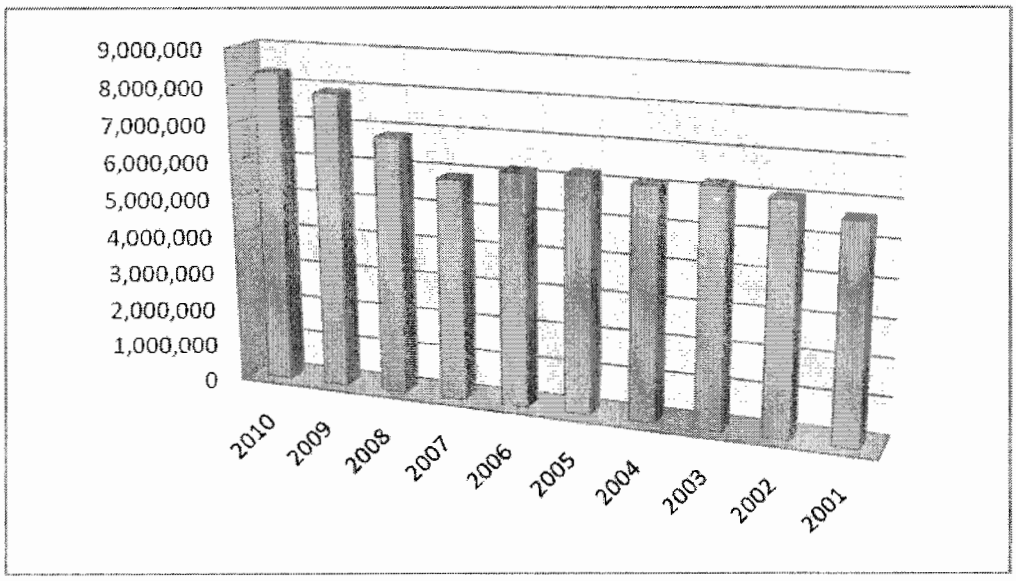
[1] *The Library System implemented a different method and software to collect the virtual door count before 2006. To maintain the integrity of the data these figures have not been used to generate any graphs.*

Total Information (Directional, Reference, Instruction)



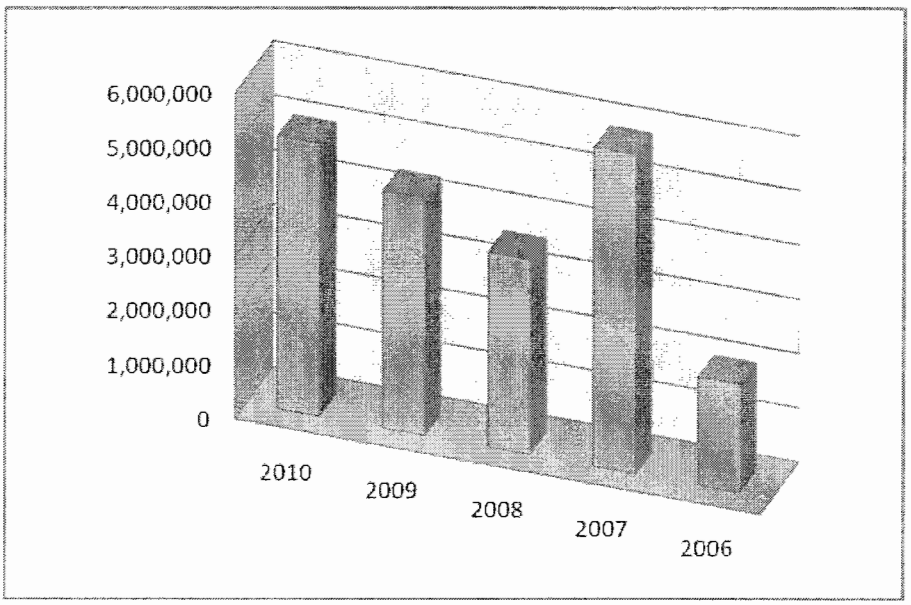
Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

Door Count



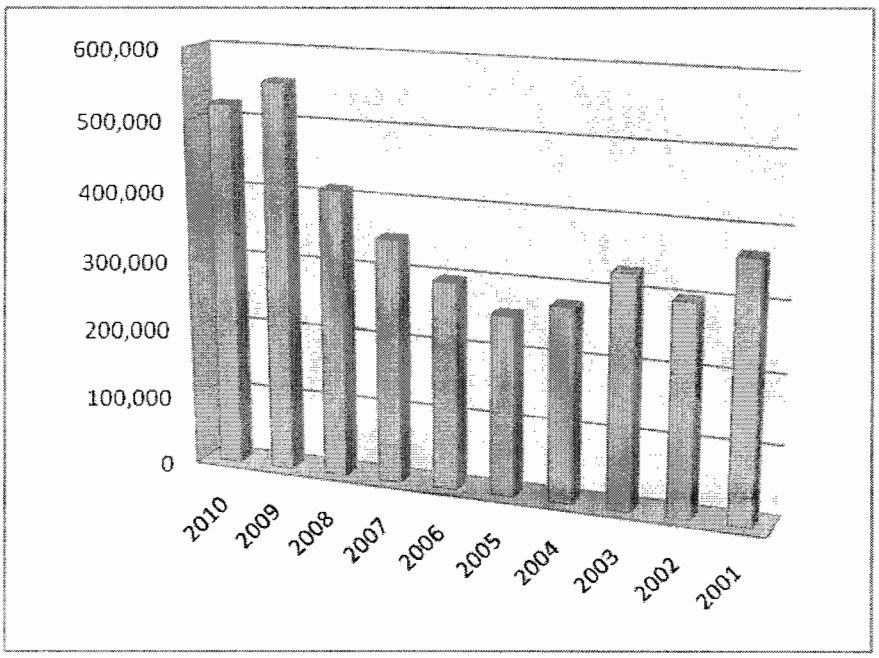
Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

Virtual Door Count



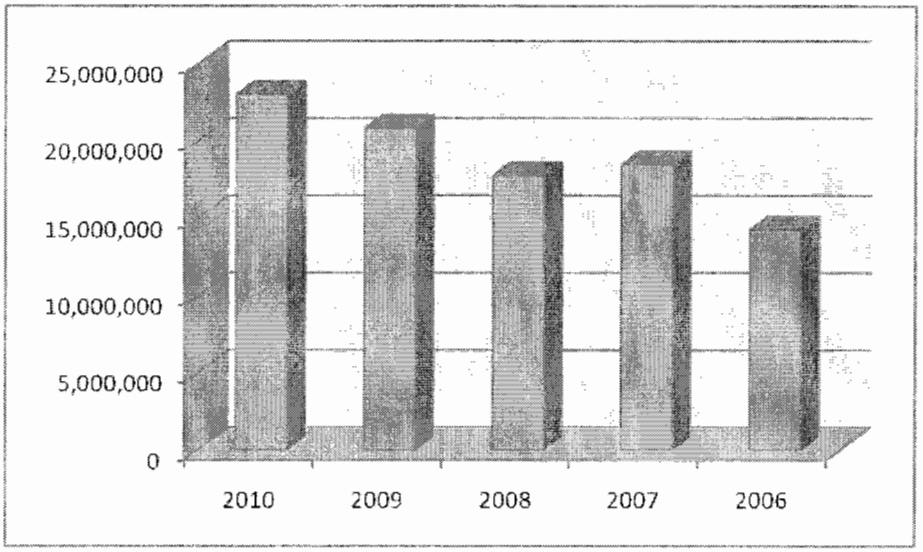
Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

Attendance at Programs



Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

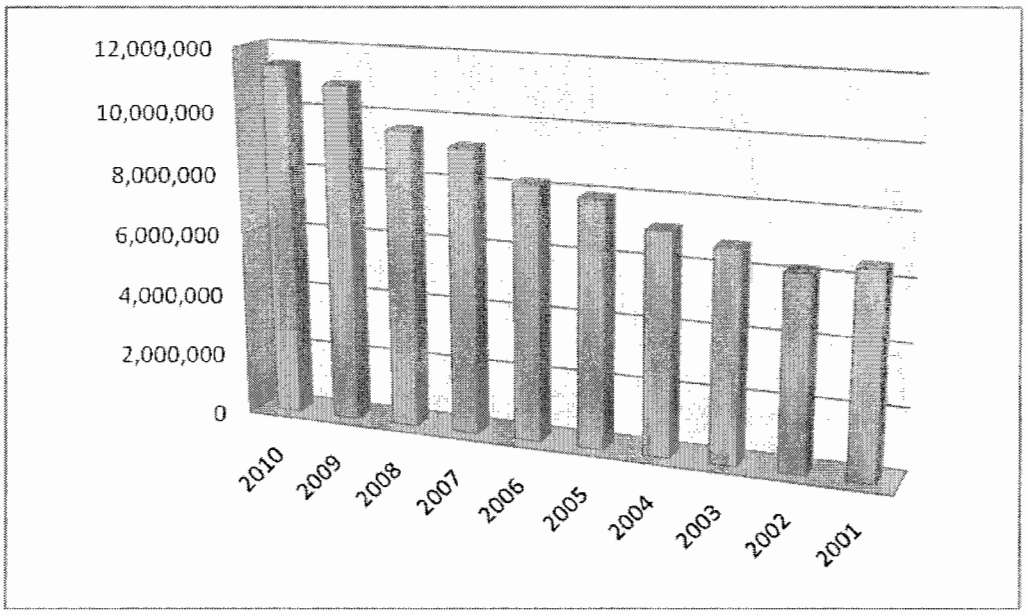
Total Number of Customer Contacts



Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

Total Number of Library Materials Borrowed

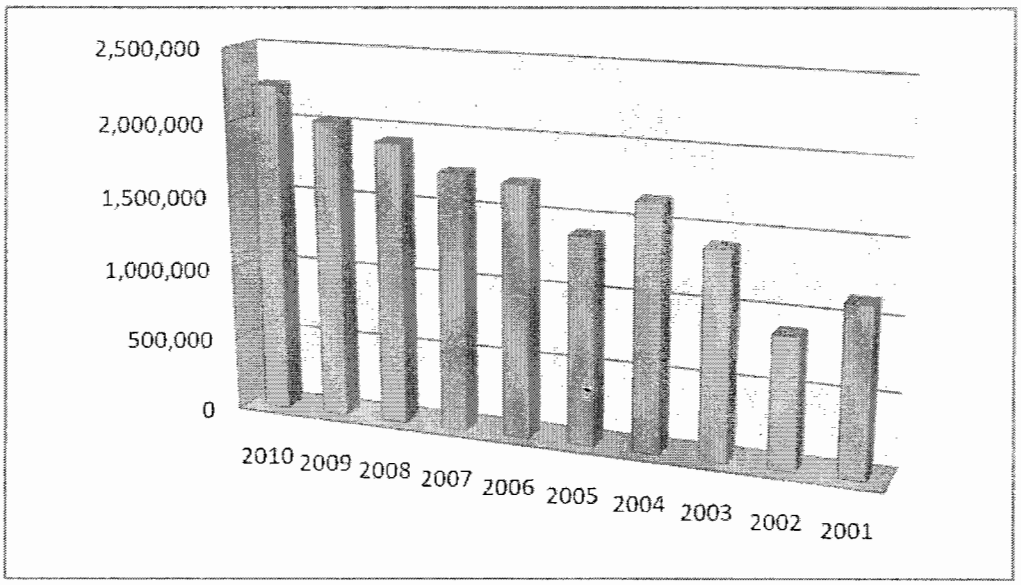
Year	Items Checked Out	In-House Item Usage	Total Material Usage
2010	9,224,050	2,198,854	11,422,904
2009	8,900,065	2,000,416	10,900,481
2008	7,834,828	1,759,836	9,594,664
2007	7,582,519	1,607,966	9,190,485
2006	6,760,531	1,466,371	8,226,902
2005	6,473,660	1,455,202	7,928,862
2004	5,388,679	1,749,930	7,138,609
2003	5,146,278	1,643,738	6,790,016
2002	4,572,097	1,648,784	6,220,881
2001	4,686,791	1,852,724	6,539,515



Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

Total PC Usage

Year	PC Usage
2010	2,248,218
2009	2,028,340
2008	1,917,080
2007	1,745,551
2006	1,710,206
2005	1,402,890
2004	1,662,183
2003	1,402,890
2002	889,902
2001	1,136,247

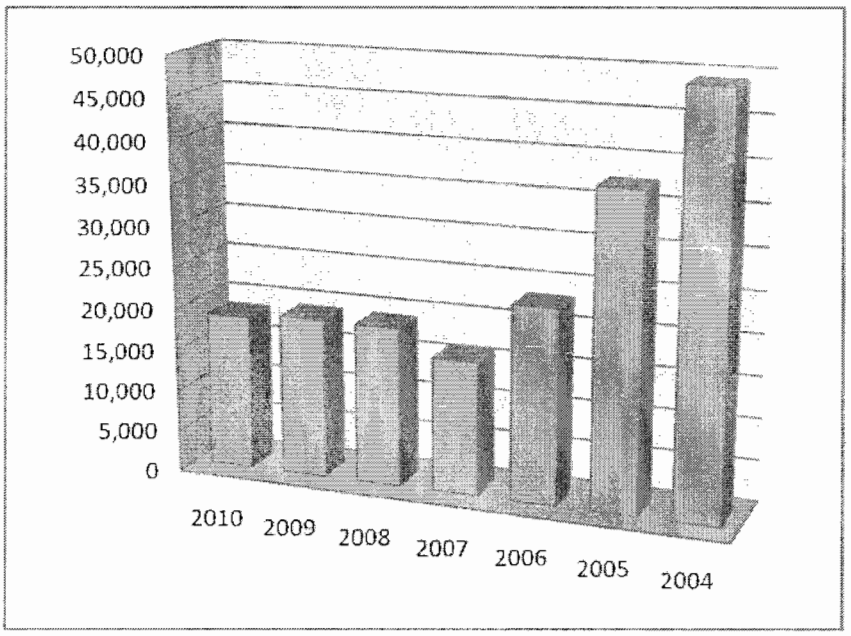


Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

63

Total Number of Volunteer Hours:

Year	Total Hours
2010	18,639
2009	19,245
2008	19,157
2007	16,085
2006	23,323
2005	37,546
2004	49,213



Data Source: Miami-Dade Public Library System yearly statistical data included in attached spreadsheets.

Projections

Year	Patron Contacts *
2015	29,387,954
2014	27,988,528
2013	26,655,741
2012	25,386,420
2011	24,177,543
2010	23,026,231
2009	20,838,488
2008	17,766,708
2007	18,503,964
2006	14,280,995

Projected "Patron Contacts" figures on a 5% annual increase
**Sum of Door Count, Virtual Door Count, Attendance at Programs, and Informational Questions Answered*

Year	Items Checked Out
2015	11,772,487
2014	11,211,892
2013	10,677,992
2012	10,169,516
2011	9,685,253
2010	9,224,050
2009	8,900,065
2008	7,834,828
2007	7,582,519
2006	6,760,531
2005	6,473,660
2004	5,388,679
2003	5,146,278
2002	4,572,097
2001	4,686,791

Projected "Items Checked Out" figures on a 5% annual increase