

**Lee County Board Of County Commissioners
Agenda Item Summary**

Blue Sheet No. 20031285

1. REQUESTED MOTION:

ACTION REQUESTED: Authorize submission of the Library Division's Annual Plan of Service to the Florida Department of State, Division of Library and Information Services for FY 2003 - 2004

WHY ACTION IS NECESSARY: To remain eligible for the State Aid to Libraries Grant Program, Florida Administrative Code 1B-2 requires submission of this document to the State no later than December 1, 2003

WHAT ACTION ACCOMPLISHES: Fully qualifies the Lee County Library System for funding

2. DEPARTMENTAL CATEGORY:
COMMISSION DISTRICT #:

C6B

3. MEETING DATE:

11-18-2003

4. AGENDA:

- CONSENT
- ADMINISTRATIVE
- APPEALS
- PUBLIC
- WALK ON
- TIME REQUIRED:

5. REQUIREMENT/PURPOSE:
(Specify)

- STATUTE 257 FS
- ORDINANCE
- ADMIN. CODE
- OTHER

6. REQUESTOR OF INFORMATION:

- A. COMMISSIONER _____
- B. DEPARTMENT _____
- C. DIVISION Library
- BY: Cynthia N. Cobb, Director

7. BACKGROUND:

On September 23, 2003 the Board of County Commissioners authorized application to the Florida Department of State, Division of Library and Information Services, for fiscal year 2003 – 2004 State Aid to Libraries Grant.

An annual plan of service adopted by the library's governing body must be submitted each year to the State Library of Florida pursuant to Florida Administrative Code 1B-2.015 to complete the application.

Attachment: Lee County Library System Annual Plan of Service

8. MANAGEMENT RECOMMENDATIONS:

9. RECOMMENDED APPROVAL:

A Department Director	B Purchasing or Contracts	C Human Resources	D Other	E County Attorney	F Budget Services				G County Manager
					OA	OM	Risk	GC	
<i>Cynthia N. Cobb</i> <i>10/30/03</i>				<i>[Signature]</i> <i>10/31/03</i>	<i>[Signature]</i> <i>10/31/03</i>	<i>[Signature]</i> <i>11/1/03</i>	<i>[Signature]</i> <i>10/21/03</i>	<i>[Signature]</i> <i>10/31/03</i>	<i>[Signature]</i>

10. COMMISSION ACTION:

- _____ APPROVED
- _____ DENIED
- _____ DEFERRED
- _____ OTHER

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Date: *10/31/03*
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**Lee
County
Library
System**

**Annual Plan
Of Service**

October 2003—September 2004

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The Lee County Library System

The Lee County Library System (LCLS) provides public library services to the people of this southwest Florida county through four regional and seven branch libraries, a Talking Books sub-regional library, a special agricultural collection, reference room collection, bookmobile, community outreach services, processing and headquarters centers. Total square footage of library space is currently 188,050. Two new regional libraries will be added within the next five years. The Lakes Regional Library, located at the intersection of Gladiolus and Bass roads in Fort Myers, will be open in the winter of FY 2004/2005. The Northwest Regional Library, located in Cape Coral, is tentatively scheduled for opening during FY 2006/2007.

The library system is a division of Lee County government and is funded through a dedicated millage to library service. The library director reports to a Deputy County Manager. A group of citizens representing Friends of the Library groups or other library support organizations functions as an advisory committee and meets regularly with the library director. Ten system libraries have community library support organizations or Friends of the Library groups – Bonita Springs, Cape Coral, Captiva, Dunbar, East County, Fort Myers, North Fort Myers, Pine Island, Riverdale and Rutenberg libraries

The library system maintains a web site and publishes a monthly *Lee County Library System Calendar of Events* and a variety of other printed materials to inform the public about available services. Other publications are available to aid the public in using library collections, equipment, and services. A staff newsletter, *Communiqué*, is regularly published in hard copy and on-line. Staff also shares information electronically through a library system Intranet.

Service Profile

The Lee County Library System provides a wide range of public library services to county residents and visitors including collection, organization and loan of books, magazines, video and audio tapes, music CDs, books on CD, DVDs, and new formats as they become available. An automated database of titles, user registration, and current use records enables the public to find titles and subjects of interest across the system and to keep abreast of their own borrower status.

Reference and information services are available to people of all ages. Staff makes use of print and digital resources to answer questions and help users find information, in person at individual libraries, through a centralized telephone reference service, and by e-mail through the LCLS web site. The libraries offer a number of digital informational databases, electronic journal/magazine indices, and access to the Internet and World Wide Web as well as a collection of print

reference resources. Interlibrary loan of print material held by other libraries in the state and nation is available.

The library's web site links users to information about Lee County library events and services and to a variety of other informational web sites. Computers are available at all libraries for public use.

Children and young adult library users have access to collections and services tailored to their needs, including assistance with homework. Electronic resources of interest and use to children are available as are computers for Internet searching and other applications. Program events for preschool children are held throughout the year and the annual summer reading programs serve children and teens through age seventeen.

LCLS is the largest by far of the public library agencies in southwest Florida and is actively involved in the Southwest Florida Library Network, a multi-type library cooperative. Library employees have memberships in the Florida and American Library Associations, attend conferences for continuing education sponsored by these groups, and participate in state and nationwide planning and development of library services.

Service Statistics

The Lee County Library System experienced increases in both circulation and library usage during FY 2002 – 2003. Total circulation was 3,628,490 – up 14.7% from the previous fiscal year. The total number of visitors to the library was 1,937,474 – up 14% from the previous fiscal year. These increases are due in part to growth in Lee County, which has a current population of 497,022. The population growth in Lee County from 2002 – 2003 increased by 4.6%; from 2000 – 2003 the increase was 12.7%.

Lee County Library System Long-Range Plan 2002 - 2007

The library system used *The New Planning for Results* by Sandra Nelson, the Public Library Association's long-range planning model, to develop the current long-range plan. Lee County residents and library staff were involved in the planning process in the following ways: Survey of resident opinion; Focus group of Library Advisory Committee; Community Planning Committee; Activities Planning Subcommittees.

The service responses identified to be the focus of library activities and resources for the long-range plan were:

Commons – addressing the need of people to meet and interact with others in their community and to participate in public discourse about community issues

Cultural Awareness – satisfying people's desire to gain an understanding of their own cultural heritage and the cultural heritage of others

Current Topics and Titles – fulfilling people's appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

Genealogy – helping people know and better understand their personal history (primary service location: Fort Myers regional library)

General Information – providing information and answers to questions on a broad array of topics related to work, school, and personal life

Information Literacy – assisting people to develop skills related to finding, evaluating, and using information effectively

Lifelong Learning – assisting people's efforts regarding self-directed personal growth and development

These service responses were the basis for the library's five-year vision, mission, goals, objectives and activities.

Lee County Library System's Vision Statement

Our priority @ the Lee County Library System is to meet growing community needs through accessible library services.

Lee County Library System's Mission Statement

- The Lee County Library System provides county residents and visitors with
- Current materials in a variety of formats for recreational reading, viewing and listening
 - Information on popular cultural and social trends
 - General information and answers to their questions
 - Assistance and training to improve users' skills of finding, evaluating, and using information
 - Spaces and opportunities for people to meet and gather for discussion
 - Information and activities to assist people in understanding their own and other cultural heritages
 - Materials and information to assist people with their self-directed, personal growth and development
 - Genealogy research materials and assistance at specified libraries

Lee County Library System's Goals, Objectives and Activities for Fiscal Year 2003 - 2004

GOAL 1. The community has access to popular materials in a variety of formats and to programs of current interest.

OBJECTIVES

- 1.1 The number of items in the popular and current materials collections will increase by 15% over the number of items available at the end of fiscal year 2002.
- 1.2 Annually, 90% of the people surveyed, who attend programs on topics of current interest, will report their needs and expectations were met.

Activities

1A	Ensure that 75% of the Lakes Regional Library collection will focus on popular materials.
1B	Redesign and polish <i>Calendar of Events</i> to make it more attractive and useable by patrons.
1C	Inaugurate Meet the Author series at regional libraries.
1D	Set aside 1% of the system materials budget for "immediate" purchases.
1E	Purchase multiple copies of best selling authors' materials prior to publication date.
1F	Use bestseller lists such as USA Today/local paper, to order and anticipate patron demands.
1G	Link <i>Book Tips</i> directly to the system's automated catalog for ease in placing holds.
1H	Plan a "Lee County Reads: system wide program for FY04/05.
1I	Continue sending <i>Novel Ideas</i> to patrons on a timely basis and also make it available in print.
1J	Sponsor the annual Reading Festival.
1K	Provide literature-based programs for all ages – at least one program at each regional library.
1L	Conduct an Adult Reading Program.
1M	Provide "Book Discussion Bags" for loan of 6 – 8 weeks to local book discussion groups.
1N	Weed collections of popular materials.

GOAL 2. The community has virtual and physical access to spaces designed for conversation and discussion

OBJECTIVES

2.1 Annually, use of available Commons spaces will maintain at least at 2001-2002 levels.

2.2 After the library establishes virtual Commons spaces, the number of uses by the public will increase by 25% annually.

Activities

2A	Use Groupwise/Bulletin Board to disseminate information about selected events and programs to all Lee County employees.
2B	Investigate the implementation of a "Cyber Café" on LCLS Web Page for conversational groups.
2C	Establish video teleconferencing capabilities at regional libraries.
2D	Develop partnerships with learning institutions to utilize the video teleconferencing technology.
2E	Evaluate meeting room and study room use.
2F	Investigate improving meeting room and other Commons space at existing libraries where needed.
2G	Develop presentations for local Chambers of Commerce to disseminate information about events, programs and services.

GOAL 3. Community members come together at the library for events and activities on issues of community interest.

OBJECTIVE

3.1 Annually, the number of people indicating they used a Commons space during a library visit will increase by 10%.

Activities

3A	Sponsor a humanities program at each regional library.
3B	Provide opportunities for new speakers of English to gather and practice conversational skills.
3C	Investigate a possible partnership with the Fort Myers/Lee County "Pulling Together Study Circle".
3D	Investigate using travel displays and exhibits for locations as appropriate.

GOAL 4. Community members have information and activities to expand their understanding of the cultural heritage represented by the communities the library serves.

OBJECTIVES

- 4.1 Annually, circulation of foreign language materials will increase by 5%.
- 4.2 Annually, attendance at multi-cultural activities and programs will increase by 15%.
- 4.3 Annually, attendance at multi-cultural activities and programs will increase the cultural awareness of 25% of attendees.

Activities

4A	Develop a popular Spanish collection in multiple formats.
4B	Develop the library system's multilingual collection in multiple formats (languages such as American Sign Language, Haitian Creole, Italian, German, Portuguese, etc.)
4C	Provide library programming in the native languages of the residents of the communities served.
4D	Maintain library resources that are accessible to non-English speaking patrons.

GOAL 5. The community has resources to gain an understanding of the world and its people.

OBJECTIVES

- 5.1 Annually, circulation of materials about histories, traditions and cultures of other countries will increase by 5%.
- 5.2 Annually, partnerships with other cultural organizations and/or countries will increase by 10%.

Activities

5A	Develop the library system's collection of materials in all formats that present the histories, traditions, cultures and languages of other countries.
5B	Provide instructional materials to help individuals learn other languages.
5C	Conduct events related to the variety of cultures in America (International Women's' Month, African American Heritage Month, Dr. Martin Luther King, Jr. Day, Latino Heritage Month, etc.)
5D	Participate in the "Sister Library" program. Based on recommendations from FY02/03 investigation.
5E	Maintain partnerships with local multicultural organizations.
5F	Promote the library system's collection of materials in all formats that present the histories, cultures, traditions and languages of other countries.

GOAL 6. The community gets timely, accurate answers to their questions.

OBJECTIVES

- 6.1 Annually, 80% of respondents to the reference service survey will report timely and accurate service.
- 6.2 Annually, the number of reference questions answered will increase by 5%.

Activities

6A	Participate in the State of Florida's Virtual Library.
6B	Provide local information from "Fugitive Facts" and make it available on the web page and public access computers.
6C	Establish partnerships with other institutions to provide specialized reference assistance.
6D	Redesign and maintain the LCLS web site.
6E	Participate in the Anywhere, Anytime Library project.

GOAL 7. The community has assistance in developing skills for effectively finding, evaluating and using information.

OBJECTIVES

- 7.1 Annually, the number of library users assisted in locating, evaluating and using information will increase by 10%.
- 7.2 Annually, 90% of participants in information literacy classes will improve their ability to locate, evaluate and use information.
- 7.3 Annually, all staff will have training to assure the currency of their skills and abilities in information literacy.

Activities

7A	Provide instructional programs for teaching information literacy to all users.
7B	Develop instructional brochures about using the library system's information resources.
7C	Provide Internet safety information/instruction for children. Based on recommendations from FY02/03 investigation.
7D	Provide training for staff on print and electronic resources.
7E	Implement wireless technology at regional libraries for training staff and public.

GOAL 8. Children and families experience the joy of reading and how the library can enhance their lives.

OBJECTIVES

8.1 Annually, participation in the summer reading program will increase by 5%.

8.2 Annually, 90% of the parents/caregivers surveyed will report that participation in library program activities encouraged their children to read at home.

Activities

8A	Conduct 8-week children's' summer reading program.
8B	Provide and publicize library programs for teens in the summer – at least 4 at each regional library and 1 at each branch library.
8C	Conduct 8-week "Teens Read & Win" summer reading program.
8D	Investigate an inter-generational program with volunteers and children paired together to encourage and assist children with reading.
8E	Conduct 4-6 week story time sessions for children and families at all locations.
8F	Develop a service of library activities for childcare centers and childcare homes. Based on recommendations from FY02/03 investigation.
8G	Maintain partnerships with agencies serving children.
8H	Maintain collections for children and teens to reflect community needs, interests and diversity.
8I	Develop a 4 – 6 week winter family reading program to be held in Winter 2005.

GOAL 9. The community has access to materials, programs and services for personal growth and development.

OBJECTIVES

9.1 Annually, participation in library-sponsored programs will increase by 10%.

9.2 Annually, circulation of non-fiction materials will increase by 5%.

Activities

9A	Schedule and advertise at least 6 programs on non-fiction topics for adults and teens at each regional library.
9B	Maintain support of students using the library for homework and school assignments.
9C	Maintain collections and services to provide support for ESL learners and new readers.
9D	Load e-book holdings into library catalog.
9E	Improve the "Florida Collections" and promote its use.

GOAL 10. Community members interested in genealogy have resources, information and assistance for their research.

OBJECTIVE

10.1 Annually, 90% of genealogy researchers using the Fort Myers regional library will find genealogy resources to help them with their personal research and/or locating additional resources.

Activities

10A	Investigate expansion of the genealogical collection shelving area and equipment.
10B	Investigate genealogy collections at other locations.
10C	Provide programs and displays covering a variety of genealogical topics.
10D	Provide research assistance to genealogy patrons.

OTHER ACTIVITIES

A	Conduct library patron survey(s) – see objectives 6.1, 8.2 & 10.1. Others as needed.
B	Prepare Annual Report of accomplishments.
C	Investigate drive through check out at new facilities.
D	Investigate Sunday hours at regional libraries.

FY 2003 – 2004 Goals & Objectives for Library Director

Goal 1: Identify and implement library services to enhance commons spaces, which support growth and quality of life in Lee County

Objective 1

- To participate in the 'Smart Growth' initiative by offering and sharing information in a variety of formats and forums.

Objective 2

- To promote long-term improvement of library facilities for adequate growth.
- To participate in the planning and design phases for the Lakes Regional and Northwest Regional Library projects.

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Objective 3

- To develop and improve library services in the underserved communities.

Objective 4

- To ensure that physical maintenance, beautification efforts and safety issues are addressed appropriately.

Goal 2: Create a technological and customer service model to execute information effectively

Objective 1

- To create a work environment of shared resources between other agencies, neighboring libraries and Lee County cardholders.

Objective 2

- To minimize the digital divide through new technology and cooperation with other initiatives statewide
- To maintain regular communication and good working relationships with our IT and Library Automation vendors.

Goal 3: Evaluate and maintain the core level library service needs of Lee County

Objective 1

- To fully develop and allocate appropriate funding for all library collections
- To evaluate Sunday operating hours of our four (4) Regional Libraries
- To evaluate increased operating hours of Community Libraries for consistency and needs

Goal 4: Establish increased awareness of library services and community interest through the library professional and interagency cooperation

Objective 1

- To maintain a collaborative relationship with the Library Advisory Board
- To maintain a liaison role with Lee County Library Foundation to execute an annual Reading Festival and other projects, as needed
- To consult with Friends of the Library groups, as needed
- To maintain active membership and participation in the ALA, FLA, Urban Libraries Council, OCLC Members' Council as a SOLINET elected member, Chamber of SW Florida and SWFLN

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- To develop an exemplary public relations team

Objective 2

- To offer full participation in national, state and local efforts to increase awareness resources for improved library services

Objective 3

- To maintain regular community partnerships with the School District of Lee County, Goodwill Industries and other Community Access Services Agencies

Goal 5: Maintain open communication and information sharing for internal and external customers

Objective 1

- To conduct Director's staff meetings, bi-weekly
- To participate in Library Manager's Monthly meetings
- To participate in County Manager's Weekly Staff meetings
- To participate in a Regional 'Library Director's Workday', quarterly
- To deliver a Library Vision and Mission address, annually
- To prepare a Director's Report for the Library Advisory Board meeting, monthly
- To coordinate and produce an Annual Report for the Lee County Library System

Goal 6: Promote the organizational design and workplace practices of the LCLS to recruit and retain quality employees

Objective 1

- To participate and include staff in local, state and national job placement events
- To review exit interview comments
- To participate in the new library employee orientation session

FY 2003 – 2004 Board of County Commissioners Goals and County Manager Objectives

Goal 1: Enhance and improve the quality of life in Lee County by balancing growth and environment with community support and participation.

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Objective 1: Take "draft" Smart Growth recommendations (issued September 2003), finalize and develop implementation plan (by September 2004) through:

- Evaluation and Appraisal Report
- Comprehensive Plan Amendments
- Amendments to plans of other public agencies/entities.

a) Report progress quarterly to the Board of County Commissioners (BOCC).

b) Contract for DRGR Restudy (target date of Summer 2004 for preliminary results).

Objective 2: Continue land-acquisition efforts, through the Conservation 2020 Program, to promote conservation and for long-term regional park/green space needs.

- a) Before September 2004, update BOCC on status of management plans and continuing funding for land stewardship activities.

Objective 3: By September 2004, finalize master Natural Resources Preservation / Mitigation Plan for incorporation into the Lee County Comprehensive Plan.

- a) Contract with Regional Planning Council to begin plan assembly from components drafted by county staff (by end of 2003).
- b) Status presentation by late 2003 BOCC Management & Planning meeting.
- c) Submit draft and draft agreement to agencies for approval (by Spring 2004).

Objective 4: Continue long-range planning for sustainable communities.

- a) Continue support and funding for Community Plans.
- b) Consider and incorporate appropriate Smart Growth Advisory recommendations for the Community Planning Program.

Objective 5: Provide for the maintenance of capital infrastructure.

- a) Increase the capacity of existing, and evaluate alternative, transportation facilities while weighing the impact of current improvements on future needs and costs.
- b) Continue participation in public-private water enhancement and restoration efforts, including capital improvements that improve regional water quality.

Objective 6: Continue and strengthen beautification efforts.

- a) Initiate agreements/partnerships for further beautification

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efforts, concentrating on intergovernmental as well as government-private sector.

b) Continue support and funding for Roadway Landscape Master Plan (LeeScape).

c) Continue annual updates to Board on progress of landscape/architectural design standards.

Goal 2: Make Lee County Government the benchmark county in Florida for customer service and technological operations.

Objective 1: Continue assessment of organizational practices through the Florida Sterling Council and Awards.

Objective 2: Promote a culture of customer service that incorporates a shared sense of urgency, ownership and dynamic change and innovation, and includes a mechanism for customer feedback.

Objective 3: Develop, enhance and provide continuing training to all employees and develop (by September 2004) a training catalogue that includes shared opportunities with Constitutional Offices and other local public agencies/entities.

Objective 4: Use technology to save money and increase efficiency, specifically by implementation of the Information Technology Master Plan.

Objective 5: Work toward providing the full complement of government services and information as a "one stop" that residents (customers) can access from their homes.

a) Web-enable Tidemark "permitting software.

Goal 3: Identify, periodically evaluate and maintain core levels of services to ensure consistency of services throughout the county.

Objective 1: Continue fiscal solvency by monitoring, evaluating and maintaining core services. Assure a full and complete evaluation of any changes in levels of core services, including budgetary impacts.

Objective 2: Through the adoption of the annual budget, continue a reserve policy that is fiscally sound and reflects industry standards.

Objective 3: Recognize and address the impact of state services "devolution" by evaluating options and fully costing out impacts for the county to begin service delivery, along with the pros and cons of doing so.

Goal 4: Continue to strengthen and expand intergovernmental collaboration and interagency cooperation.

Objective 1: On an as-needed or rotating basis, schedule joint meetings between the Board of County Commissioners and: (a) the Mayors and

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Councils of each city, (b) Constitutional Officers, (c) the School Board (d) the local State Legislative Delegation and (e) surrounding counties (Collier and Charlotte) and (f) higher education.

Objective 2: Continue quarterly meetings of local government administrators/managers. Through these meetings, place emphasis on two sub forums:

- a) Regional Lobbying Day in Tallahassee effort.
- b) Healthcare Consortium.

Objective 3: Maintain and improve working relationships with regional and state governmental entities by actively participating in the decision making process of issues that affect Lee County.

- a) Emphasis on working with and through the county's lobbyist.

Objective 4: Strengthen coordination with municipalities in addressing state legislative issues prior to session.

- a) Meet and discuss issues at least monthly before session convenes.

Objective 5: Develop a strategy to work more closely at the national level to obtain grant funding.

Objective 6: Consider impact of incorporations and annexations on projects and services in unincorporated areas.

- a) As proposal to incorporate are received, cost out and share fiscal impacts with the Board of County Commissioners, public and all interested persons/entities.

Goal 5: Enhance communication with employees and the public.

Objective 1: Continue to heighten public awareness of county policies, projects, services, accomplishments and the value residents are receiving for their tax dollars.

- a) Increase Lee TV programming by 25 percent.

Objective 2: At Commissioners request, or on a rotating basis, conduct Board of County Commissioners "Town Hall" meetings geographically dispersed throughout the county.

Objective 3: Use technology to improve public access to information and services, particularly through the county's Internet Web Site and Lee TV, including access by the visually and hearing impaired.

Objective 4: Continue and improve mechanisms for local media to have routine access to County Administration and departments.

Objective 5: Continue to enhance internal communication through open, synergistic communication both up and down.

- a) Conduct an employee survey (September 2003), analyze suggestions for internal improvement and implement results (by summer 2004).
- b) Schedule ongoing meetings with employees wishing to have discussions with county management.
- c) Schedule ongoing meetings with employee groups, meeting at their job sites throughout the county.
- d) Continue quarterly supervisor meetings with all supervisors and distribute meeting notes to all employees.
- e) Conduct weekly management meetings with senior managers and distribute meeting notes to Board and all employees.

Goal 6: Continue to diversify Lee County's economy.

Objective 1: Continue to promote and support solutions to ensure that Lee County has a trained and adequate workforce that is necessary to attract and expand higher-wage jobs and diversifies employment to Lee County.

Objective 2: Continue to diversify and improve the tourism product through customer service programs, product development and industry education. Maintain the area's unique qualities as an environmental destination by working closely with the Smart Growth initiative and developing new eco-tourism products and educational programs.

Objective 3: Continue to diversify the Lee County economy by encouraging expansion and locations of businesses with average wages that are 115 percent of the Lee County average wage.

Objective 4: Continue to develop innovative, technology-based tourism marketing programs, increasing web-based marketing initiatives by 30 percent, and shifting focus from traditional media and marketing resources and objectives. Create a new branding campaign for the destination awareness, goal of increasing awareness by 50%.

Objective 5: Enhance the current sports program initiative by identifying and diversifying our markets of opportunity. Increase our established annual event room night county by 2,000. Increase our penetration into the sports meeting market by 40%. Continue to develop the establishment of our identity through cooperative marketing strategies with the goal of increasing economic impact by working with local, state, national and international sports groups.

Objective 6: Explore, develop and coordinate ways to enhance arts and cultural activities with other municipalities.

Goal 7: Continue to strengthen diversity within county workplace.

Objective 1: Encourage diversity and maintain equal employment opportunity for all employees. Staff will provide an annual report to the BOCC comparing the diversity of the Lee County workforce with the diversity of the workforce available in the community. Statistics will be tracked by gender, race and national origin. Staff will monitor trends and make recommendations on hiring and recruitment strategies to insure that we maintain a balanced workforce.

Objective 2: Foster organizational strategies and practices that support diversity. Continue to provide training to employees about equal opportunity laws and the value of diversity in the workplace.

Objective 4: Create a presence in our community recognizing valuing different cultures, races, religions or ethnic backgrounds.

Goal 8: Maintain the present millage rates and seek other revenue sources and partnerships..

Objective 1: Continue mid-year (April) budget updates to fully apprise Board of upcoming issues and significant budget impacts.