



# OSCEOLA COUNTY LIBRARY SYSTEM

## STRATEGIC PLAN

Fiscal Years 2021-2024

### Prepared For

Osceola County, FL

July 2020



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## MISSION

The Osceola Library System’s mission is to connect people to ideas and information, celebrate our community’s vibrant and diverse culture and provide opportunities for life-long learning and personal growth.

## VALUES

**We value:**

- **Delivering exceptional service**
- **Embracing diversity and inclusion**
- **Literacy and learning in all forms**
- **Innovative and enriching services and programs**
- **Creating useful and pleasing spaces**
- **Open access to information and ideas**

## STRATEGIC PLANNING: THE PROCESS

When the strategic planning process began in October 2019 the team set out to answer three key questions:

- 1. What does the community want?**
- 2. Where do we want to go and how do we get there?**
- 3. How can we innovate to best serve the community?**

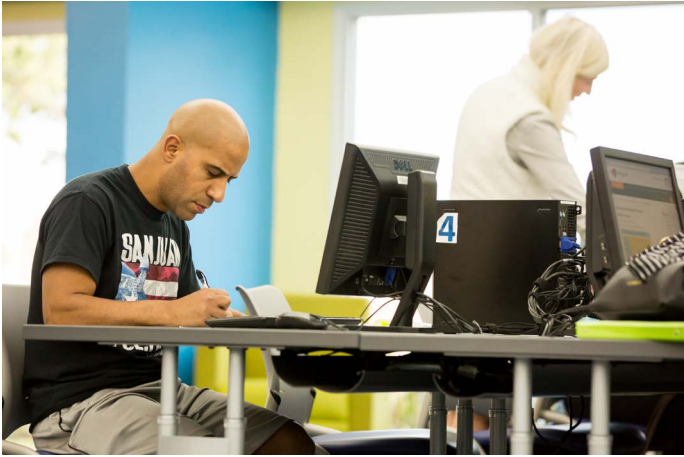
In an effort to answer these questions, the Library reached out to people throughout Osceola County. Through an online survey, focus groups and direct staff participation, ideas and feedback were gathered from nearly 1,300 people including business, education and nonprofit leaders, key stakeholders, library staff and—most important of all—patrons and volunteers. National best practices and local data about actual facility use and programs were also an essential part of the analysis.

Through this process, residents' current and future needs, broad community influences and the Library's crucial role in the community became apparent. Respondents agreed that the library is a deeply valued community resource, and their appreciation for the Library's hardworking staff, affirmation of current services and programs and a strong desire for even more services emerged. These findings formed the framework for the strategic goals in this plan.

The online survey was available for public input throughout the month of January 2020, and numerous focus groups were conducted in early March 2020. It was during that time that concerns about the novel coronavirus and COVID-19 began to grow in the County and continued to increase at the local, state and national level. On March 11, the COVID-19 virus was officially declared a Pandemic. On March 20, the Library closed to the public and on March 25 Osceola County issued a stay at home order. Fortunately, robust input from the Osceola County community was collected prior to March 11. While communication with the Strategic Planning Advisory Committee shifted from in-person to virtual, the planning process continued as a collaborative effort. The Library Advisory Board and Strategic Planning Advisory Committee submitted feedback to a draft plan and the final version was submitted to the Osceola County Board of County Commissioners in September 2020.

# STRATEGIC PLANNING: GOALS AND OBJECTIVES

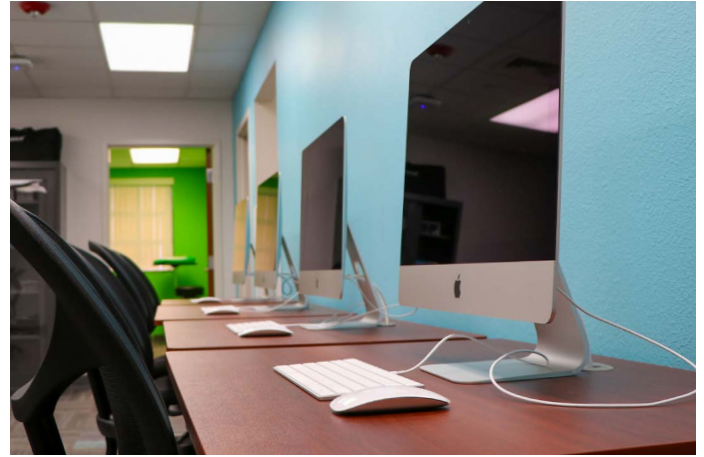
During the community input process, desire for library services in four goal areas became clear:



## ECONOMIC RESILIENCE

### Goal Statement:

Increase support to those seeking alternative education, searching for jobs, building new skills and making connections for career growth.



## VIRTUAL INNOVATION

### Goal Statement:

Enhance virtual services, digital collections and technology to explore new connections, promote online engagement and champion equitable access for all Osceola County residents.



## COMMUNITY VISIBILITY

### Goal Statement:

Raise the Osceola Library System's profile in the community to engage new patrons and to awaken interest in the vitality and importance of Library services.



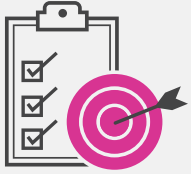
## CULTURAL CONNECTOR

### Goal Statement:

Connect and unify patrons through Library programs and services designed to celebrate Osceola County's rich traditions and embrace the diversity of a dynamic and growing community.

The objectives below are measurable steps to achieve the strategic goals.

## ECONOMIC RESILIENCE



### GOAL STATEMENT

Increase support to those seeking alternative education, searching for jobs, building new skills and making connections for career growth.

#### Timeline

#### Objective

FY2021

Connect with education leaders to reinforce curriculum and to align the Library with educational and community benchmarks. Identify at least three benchmarks.

FY2021

Leverage TechCentral to support job and education readiness and connect residents with career advancement, skill enhancement and education (as possible with pandemic-related closure). Increase TechCentral engagement 10 percent and continue growth each fiscal year.

FY2021

Continue targeted activities to support employment for Spanish-speaking and bilingual populations. Offer 50 consistent and predictable ESOL and citizenship programs or events.

FY2022

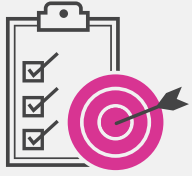
Focus on partnerships to amplify resources and services offered by other community organizations and support established initiatives. Develop five new partnerships.

FY2023

Identify and support emerging areas of career growth and opportunity for entire community through collections, outreach, programming and research. Focus on three areas of growth.



# VIRTUAL INNOVATION



## GOAL STATEMENT

Enhance virtual services, digital collections and technology to explore new connections, promote online engagement and champion equitable access for all Osceola County residents.

### Timeline

FY2021

### Objective

Provide Student Cards via partnership with School District of Osceola to increase access to virtual services. Enroll at least 75 percent of students in the program at the beginning of the school year.

FY2022

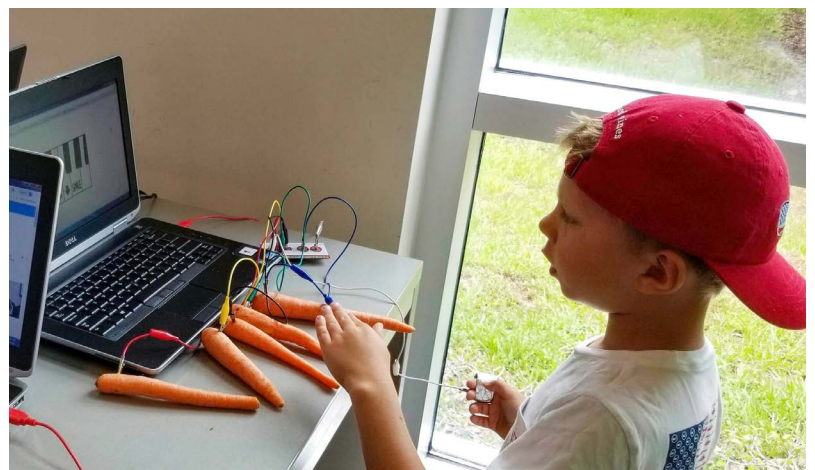
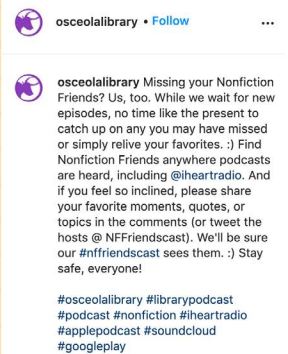
Identify and create opportunities for the addition of services and materials that complement in-person resources and create a greater depth of virtual offerings. Explore five service options.

FY2023

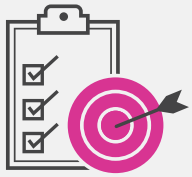
Improve public access computer user experience through software and direct links to specialized collections and other resources. Identify and offer three software or web-based resources.

FY2024

Increase availability of technology to boost digital literacy and bridge the digital divide. Identify and supply four technology/communication platforms.



# COMMUNITY VISIBILITY



## GOAL STATEMENT

**Goal Statement:** Raise the Osceola Library System's profile in the community to engage new patrons and to awaken interest in the vitality and importance of Library services.

### Timeline

### Objective

FY2021

Develop a thoughtful campaign to introduce the Osceola Library System to residents who are unfamiliar with the Library. Launch (as appropriate given current climate) one new campaign per year and track use statistics to determine effectiveness.

FY2021

Perform cost/benefit analysis of library fines and impact analysis of removing library fines to collection access. Use data to explore the potential of becoming a fine free library system.

FY2022

Increase accessibility, accommodation and representation in collections, services, and processes to ensure inclusion and equity for all residents. Increase circulation, program attendance five percent.

FY2022

Redesign website for increased versatility and timeliness in communication.

FY2023

Leverage analytical data and strategic marketing channels to best reach users and nonusers with information about services. Identify three patron segmentation groups and launch communication campaign.

FY2024

Expand access to resources and services to underserved areas. Identify three distinct geographic areas for focus and develop and provide services by Summer 2024.





# CULTURAL CONNECTOR



## GOAL STATEMENT

Connect and unify patrons through Library programs and services designed to celebrate Osceola County's rich traditions and embrace the diversity of a dynamic and growing community.

### Timeline

FY2021

FY2021

FY2022

FY2022

FY2023

### Objective

Offer timely and relevant cultural events, resources and services that showcase Osceola County's diversity across age, gender, culture, race, orientation, or ethnicity. Offer one system-wide cultural celebration, launch one service and update collections.

Continue to target Spanish-speaking and bilingual populations to increase awareness and engagement with services. Create and disseminate three assets that reflect understanding of cultural differences and increase use of public libraries.

Provide platforms for cultural sharing in all formats. Offer two platforms.

Provide Spanish language classes to enhance communication among neighbors and communities. Offer two sessions at two different locations.

Expand multicultural marketing efforts. Research most effective channels for specific communities and execute three campaigns annually.



# FROM PLANNING TO ACTION



During the four-year planning horizon, the Osceola Library System will grow and change along with the community. This strategic plan is designed to be flexible, understanding that objectives and actions to achieve them might change.

Successful achievement of strategic goals requires action and regular evaluation. While plan objectives are flexible, they are also measurable to ensure effectiveness. At the end of each fiscal year, Osceola Library System leaders and staff will evaluate strategic progress and adjust the annual operational/ action plan as necessary. Strategic plan execution will ensure a focused response to today's needs and position the Library for a strong future.



# APPENDICES

## APPENDIX I: OSCEOLA COUNTY ENVIRONMENTAL SCAN

Formed in 1887 and covering about 1,500 square miles, Osceola County, Florida, is the sixth largest county in Florida by area<sup>i</sup> and serves as the south/central boundary of the greater metropolitan area of Central Florida. Its county seat, Kissimmee, is 18 miles south of Orlando and its other incorporated city, St. Cloud, is about 30 miles south of Orlando. Named after the famed Native American Seminole leader, Osceola County was a transportation hub in the late nineteenth century for riverboats and railroad before transitioning into a cattle, sugar, and lumber-based economy.<sup>ii</sup>

Osceola County's economic base is dominated by tourism as the County serves as "gateway" to Disney World and other Central Florida attractions. Historical investments in ranching and citrus remain robust, while light industry and service enterprises are growing thanks to transportation advantages and proximity to Greater Orlando.

The Osceola Library System continues to grow with the County, actively engaging with the community, encouraging new ideas and discoveries, and strengthening patron access to advanced technology and innovation.

### Demographics

The data gathered through the United States Census paints a picture of a very diverse community. According to the U.S. Census Bureau data, the Osceola County population estimates for July 2019 were 375,751 residents; of that number, 50.6 percent report as female and 49.4 percent male.<sup>iii</sup>

Osceola County is largely composed of young families, with a median age of 36 (U.S. median age is 38). 38.7 percent of all households have one or more people under the age of 18, while 27.6 percent have one or more people 65 or over.<sup>iv</sup> This data suggests that wellness, enrichment and educational programs for children, young families, and senior citizens are important library offerings.

Types of Households in Osceola County <sup>v</sup>	
Married-couple Families	52.3 %
Other families	23.0 %
People living alone	19.1 %
Other non-family households	5.6 %

In Osceola County, 52 percent of the population report to be Hispanic or Latino, significantly higher than the national average of 17.8 percent.<sup>vi</sup> An estimated 34 percent of people are White Non-Hispanic.<sup>vii</sup> Other reported races of the population are 11.2 percent Black or African American; 0.5 percent American Indian and Alaska Native; 2.5 percent Asian; 0.1 percent Native Hawaiian and Other Pacific Islander, and 7.3 percent some other race. An estimated 4.0 percent reported two or more races. <sup>viii</sup>

In the aftermath of 2017’s Hurricane Maria, the Puerto Rican population in Osceola County surged. In 2018, the County’s Puerto Rican population grew 22 percent to 123,897.

Among people at least five years old living in Osceola County in 2014-2018, 50 percent spoke a language other than English at home, compared to the U.S. average of 21.5 percent.<sup>x</sup> Based on this data, multicultural and language-based Library programs can continue to be of service to Library patrons.

<b>Types of Languages Spoken at Home in Osceola County <sup>x</sup></b>	
English Only	50 %
Spanish	43.6 %
Other Indo-European Languages	3.9 %
Asian and Pacific Islander Languages	1.4 %
Other Languages	1.1 %

Spanish was spoken by 43.6 percent of people at least five years old; of that percentage, 18.4 percent reported that they did not speak English "very well."

### **Digital Access & Technology**

Most residents have access to computers, personal devices and the Internet; 81.3 percent of households have a computer device of some kind, and 72.1 percent have a broadband internet subscription.<sup>xi</sup> With nearly 20 percent of the population without a computer device at home, access to a wide range of technology and the Internet is a vital need.

<b>Types of Computers in Osceola County <sup>xii</sup></b>	
Desktop or Laptop	74.0 %
Smartphone	67.5 %
Tablet or other portable wireless computer	51.2 %
Other computer	3.3 %

Among all households, 44.4 percent have a cellular data plan; 63.3 percent have a broadband subscription such as cable, fiber optic, or DSL; 4.2 percent have a satellite internet subscription; 0.6 percent have dial-up alone; and 0.2 percent have some other service alone.<sup>xiii</sup>

## Economic State & Growth

Osceola County continues to be a fast-growing county of central Florida. According to the U.S. Census Bureau data, the Osceola County population estimates for July 2019 were 375,751 residents. The County has experienced a 39.8 percent increase in population since the year 2010,<sup>xiv</sup> and the population is expected to nearly double (grow 92.5 percent) from 337,614 in 2017 to 649,800 in 2045.<sup>xv</sup>

Estimated median household income is \$50,063, lower than U.S. median income of \$60,293.<sup>xvi</sup> Employment rate of 57.7 percent is about the same as the 59.3 percent national average.<sup>xvii</sup>

17.8 percent of residents live in poverty, with an estimated 7 percent earning less than \$10,000 a year.<sup>xviii</sup>

Children under 18 living in poverty was reported at 24 percent, higher than the 19.5 percent U.S. average.<sup>xix</sup>

Access to Osceola Library System educational and enrichment services are crucial for this segment of the population.

Between the years of 2014-2018, 61.1 percent of occupied homes were owned (compared to 63.8 percent nationally) while 38.9 percent were rented.<sup>xx</sup> Finding affordable housing has been extreme challenge for many County residents for some time. The COVID-19 pandemic and resulting economic challenges have made finding housing even more difficult at a time when many have lost theme park and tourism jobs. Osceola County is among the 50 most vulnerable to housing foreclosure due to COVID-19.<sup>xxi</sup>

## Youth & Education

Most residents, 87 percent, have a high school or equivalent degree, about the same as the U.S. average.<sup>xxii</sup>

19 percent reported having a bachelor's degree or higher and an estimated 14 percent did not complete high school.

The Osceola School District comprises 47 schools in Celebration, Kissimmee, St. Cloud, Poinciana, Harmony, and Kenansville. Out of the 47 schools, 24 are elementary, eight are middle, eight are high schools, four are multi-level, two are adult education and 21 are charter schools.<sup>xxiii</sup> The Osceola County school district holds an overall grade score of (B), with a 90 percent graduation rate for students across the district.<sup>xxiv</sup>

Student population is diverse, representing over 100 countries and speaking over 100 different languages.<sup>xxv</sup>

Of the total student population, 63.24 percent of students identify as Hispanic and 36.76 percent of students Non-Hispanic.<sup>xxvi</sup>

## Osceola County School District Total Enrollment Demographics <sup>xxvii</sup>

Race	Number	Percent
American Indian/Alaska Native	1,423	1.86%
Asian	1,850	2.42%
Black	10,471	13.72%
Multi-Racial	2,488	3.26%
Native Hawaiian/Pacific Islander	423	0.55%
White	59,649	78.17%

Many students are low-income (70 percent), 19 percent are ELL (English Language Learners) and 12 percent have a disability.<sup>xxviii</sup>

### Impact of the Covid-19 Coronavirus

As Osceola County emerges from the pandemic and grapples with uncertainty, the Osceola Library System will do the same. It is certain the Library will continue to be a crucial community resource. As the local economy is buffeted by business closure and revenue loss, residents will need even stronger support in gaining skills for new careers, identifying job opportunities, applying and preparing for interviews. The Library is well positioned to provide enhanced services leveraging the new TechCentral space and more traditional services.

Demand for virtual services, accelerated during the pandemic, will likely continue to grow. Patrons who are aware of the depth and breadth of online materials, programs and services and will continue to expect in-person and online access. Residents who are not aware (13% of online survey respondents) can be reached through more robust marketing.

During the planning period the Library will need to be more responsive and flexible than ever.

In the near term, the Osceola Library System can meet community needs by providing robust workforce development services and digital access.

Of all Florida counties, Osceola is one of the hardest hit economically. In April 2020, the County had the second highest unemployment rate in Florida, with 8.1 percent of workers losing their jobs as a result of pandemic-related tourism closures.<sup>xxix</sup>

As a result, more residents than ever will rely on the Osceola Library System for help in searching and applying for jobs. Support for entrepreneurs and small business will also be crucial during economic recovery. Libraries are preparing for even greater need to support unemployed workers and small businesses than was experienced during the Great Recession.<sup>xxx</sup>

People experiencing homelessness and poverty, older adults, rural residents and students in the County will rely heavily on the Osceola Library System for Internet access. They use library broadband and Wi-Fi to apply for jobs, complete school work, communicate via email, find information, and conduct business. Nearly 20 percent

of County residents lack high-speed internet access at home.<sup>xxxii</sup> When schools are closed and distance learning is deployed, Internet access becomes even more critical. Nationally, 41 percent of teenagers, including 47% of public school students, had not attended a single online class as of April 8, 2020.<sup>xxxiii</sup> The digital gap between rural and non-rural Americans persists, with about 33% of rural Americans lacking home broadband access.<sup>xxxiii</sup>

A strong yet flexible strategic plan is a critical part of a positive and proactive agenda. Achievement of the goals in this plan will ensure the Osceola Library System continues to provide excellent 21st century library services:

- Provide access for all
- Support job search and workforce development
- Lead in technology by providing information and access
- Act as educational and cultural centers
- Inspire and engage the entire diverse community
- Build upon strengths by fostering and creating partnerships
- Connect with the community by providing engaging programs
- Offer flexible and adaptable spaces
- Serve as a community hub—both in person and virtual—where all are welcome

## APPENDIX II: ONLINE COMMUNITY SURVEY

### Online Community Survey

To better understand community needs and desires for library service, an online public survey was conducted in January 2020. Key results are summarized below:

<b>Overall Summary of Community Survey Responses (out of 1,205 surveys taken) <sup>xxxiv</sup></b>	
Have used library in past 12 months	95 %
Very positive or positive impression of libraries	87 %
Know about programs	90 %
Have NOT attended a program in 12 months	72 %
Very positive or positive rating of community gathering space	71 %
Said a branch is conveniently near home, school or work	93 %
Very satisfied or satisfied with staff interaction	90 %
Have internet access other than libraries	96 %

For regular patrons, the most positive aspects of the Osceola Library System were print books (62%), the staff (58%), and facilities (44%).<sup>xxxv</sup>

<b>Branch Use (respondents could choose as many as applied)</b>	
Buenaventura Lakes Library	10%
Hart Memorial Library	30%
Kenansville Library	1%
Poinciana Library	21%
St. Cloud Library	29%
West Osceola Library	23%
Osceola Library Website (online services)	19%

For those that did not regularly use the Library, the top three reasons were Other (49%, comments available), I don't have the time (27%) and I already have a computer, smartphone, or Internet access (21%). Only 0.3% of non-users admitted that were not interested in using the Library, suggesting that for most users and non-users alike, there was still widespread interest in the Library facilities and collections.

<b>Reasons for Non-Use <sup>xxxvi</sup></b>	
Other	49 %
I don't have the time	27 %
I have computer, smartphone, or Internet access	21 %
Library services are not available in my neighborhood	3 %
I prefer to buy books, movies and music from other places	4 %
I am not interested in using the library	0.3 %
Entering, exiting, and moving through library building is difficult	1 %
It is difficult to find a place to sit in library	3 %
I do not have a convenient way to get to library	3 %
The branch I use is unpleasant in some way (crowded, noisy, dark, etc.)	4 %
Library programs are not interesting enough to bring me to library	11 %
Library card is blocked due to past library fines	2 %
I no longer have time to read	4 %

Most respondents (71%) had a very positive or positive view of the availability of space for studying, quiet areas, collaborative workspaces and meetings. An even larger majority (93%) said there is a branch conveniently located near their home, school or work. It is important to note, however, that only 5% of survey respondents were non-users, suggesting that convenience could be a barrier to engagement.



## APPENDIX III: PATRON SEGMENTATION ANALYSIS

Gale Analytics patron segmentation software was used to provide key insights into current Library users and the Osceola County community. Patron location, lifestyle profile, household consumption, length of residence and more was used to inform plan goals and objectives. Patron privacy was maintained by disassociating data from patron names and processing in a secure cloud environment.

Library patrons were grouped into household-based consumer lifestyle segmentation groups using the Experian Marketing Services' Mosaic® USA model. This system classifies all U.S. households and neighborhoods into 71 unique types and 19 overarching groups, providing a 360-degree view of consumers' choices, preferences and habits.

Understanding the Mosaic groups to which many Osceola Library System patrons belong provides direction for collection and program development and marketing. The chart below describes each group's percentage of Osceola Library System cardholders as well as how many of the group's total population in Osceola County the Library is engaging. Because the groups share similar preferences for activities and marketing channels, the Library can use this data to reach nonusers.

The top nine Mosaic groups among Osceola Library System cardholders include:

<b>Mosaic Group Name</b>	<b>% Total OLS Cardholders</b>	<b>% Total County Population of Group Reached (Market Penetration)</b>
<b>Balance and Harmony</b>	15%	56%
<b>Digital Dependents</b>	7%	36%
<b>Progressive Potpourri</b>	6%	49%
<b>Steadfast Conventionalists</b>	6%	59%
<b>Family Troopers</b>	4%	51%
<b>Dare to Dream</b>	4%	48%
<b>Fast Track Couples</b>	4%	34%
<b>Town Elders</b>	4%	42%
<b>Rooted Flower Power</b>	4%	45%

The groups above represent 54% of patron households with market penetration ranging 34-59%. This suggests significant room for growth in all groups. The Osceola Library System is successfully reaching some and can reach many more people in these segments.

Library staff can become deeply familiar with these Mosaic Segments and plan accordingly, knowing the groups represent both patrons and non-patrons in the service area. Communication tactics can be designed specifically to encourage engagement with relevant services and offerings.

# Balance and Harmony

Middle-class families living lively lifestyles in city and suburban neighborhoods

Carlos & Veronica

1.07% | 1.20%



## Key Features

- Bilingual households
- Roots abroad
- Blue-collar income
- Married with kids
- Soccer fans
- Financially curious

## Who We Are

Head of household age <b>36–45</b> 45.5% 286	Type of property <b>Single family</b> 98.7% 124
Estimated household income <b>\$50,000–\$74,999</b> 30.0% 158	Household size <b>2 persons</b> 30.7% 133
Home ownership <b>Homeowner</b> 79.5% 124	Age of children <b>13–18</b> 54.0% 444

## Channel Preference



## Technology Adoption



Please note: The numbers in parentheses after each descriptor refer to a relative score based on 100. The larger the number over 100, the more likely individuals in the group are to exhibit the trait. The lower the number under 100, the less likely individuals in the group are to exhibit the trait.

- Head of household age between 31 and 50 years old
- Head of household ethnicity likely to be Hispanic (593); multiple levels of English speaking including Unassimilated: Non-English Speaking (666)
- Likely to children between the ages of 4 and 18 years old
- Less than a High School Diploma (217)
- Gaming
- Purchases digital magazines and/or newspapers (257)
- Receptive to marketing via Digital Display (252), Radio (247), Digital Video (240), Streaming TV (146)
- Uses Snapchat (149) and Instagram (141)
- Likely not registered to vote (164)
- Clustered around Poinciana, Central Library, Buenaventura Lakes, St. Cloud
- Denser non-patron clusters around Buenaventura Lakes

# Digital Dependents

Generation Y and X singles who live digital-driven, urban lifestyles

Tyler & Megan

4.24% | 2.64%



## Key Features

- Ambitious
- Video gamers
- Single adults
- Eager to spend
- Music lovers
- Digitally savvy

## Who We Are

Head of household age <b>25–30</b> 51.2% 453	Type of property <b>Single family</b> 89.7% 113
Estimated household income <b>\$50,000–\$74,999</b> 27.2% 143	Household size <b>1 person</b> 71.8% 162
Home ownership <b>First-time buyer</b> 15.7% 263	Age of children <b>7–9</b> 7.5% 76

## Channel Preference



## Technology Adoption



- Head of household age likely to be between 19 and 35 years old
- Head of household ethnicity likely to be Native American
- New residents: 1 year or less (262), 2-3 years (181)
- First-time homebuyer (263)
- Attended aquarium (163) and zoo (147)
- Visited job search website in the last 30 days (152)
- Painting/Drawing (159)
- Interested in Music
- Gaming
- Interested in gourmet cooking
- Receptive to marketing via Mobile SMS (174), Digital Video (157), Streaming TV (142)
- Not registered to vote (170)
- Clustered around St. Cloud, Buenaventura Lakes, Poinciana, and Central Library
- See some patrons west of West Osceola
- Denser non-patron clusters between West Osceola and the Central Library as well as around St. Cloud

# Progressive Potpourri

Mature couples with comfortable and active lives in middle-class suburbs

Carlos & Ana

1.60% | 1.67%



## Key Features

- Bilingual
- Ethnically diverse
- Urban-centric
- Comfortable spending
- Sports fans
- Comfortable lifestyles

## Who We Are

Head of household age

51–65

39.1% 139

Type of property

Single family

90.8% 114

Estimated household income

\$75,000–\$99,999

21.2% 158

Household size

2 persons

23.3% 101

Home ownership

Homeowner

71.9% 113

Age of children

13–18

11.4% 94

## Channel Preference



102



115



28



133



50



111

## Technology Adoption



Wizards

- Head of household likely to be between 51 and 65 years old
- Head of household ethnicity likely to be Hispanic (282) or Asian (199)
- Varying levels of English fluency, including Assimilated, Bilingual, and Unassimilated: does not speak English (170)
- Interested in sports
- Receptive to marketing via Streaming TV (143) and Mobile SMS (133)
- Uses Tumblr (149)
- Clustered around Buenaventura Lakes, Poinciana, and South of St. Cloud
- Denser non-patrons between Poinciana and Central, also Buenaventura Lakes

# Steadfast Conventionalists

Conventional Gen X families living suburban and city lifestyles

Luis & Carmen

1.41% | 1.70%



## Key Features

- Ethnically diverse
- Blue-collar jobs
- School-age children
- Limited investments
- High school educated
- In-store shoppers

## Who We Are

Head of household age

51–65

34.4% 122

Type of property

Single family

79.9% 101

Estimated household income

\$50,000–\$74,999

25.8% 136

Household size

5+ persons

19.2% 159

Home ownership

Homeowner

60.7% 95

Age of children

13–18

34.2% 281

## Channel Preference



103



64



68



102



14



123

## Technology Adoption



Wizards

- Head of household age likely to be 46-50
- Head of household ethnicity – Hispanic (622) and Bilingual or Unassimilated: Non-English Speaking (1177)
- Likely to have children ages 13-18 (281), 10-12 (197), 4-6 (195)
- Presence of a young adult in household (154)
- Less than a HS diploma (280)
- Commute by public transportation (164)
- Purchases digital magazines and/or newspapers (158)
- Interested in sports
- Receptive to marketing via Digital Display (291), Digital Video (156), and Broadcast Cable TV (151)
- Uses Snapchat (173), Instagram (167), and YouTube (145)
- Likely not registered to vote (159)
- Heavily clustered around Buenaventura Lakes and Poinciana
- Non-user clusters around Buenaventura Lakes

# Family Troopers

Families and single-parent households living near military bases

Jesse & Samantha

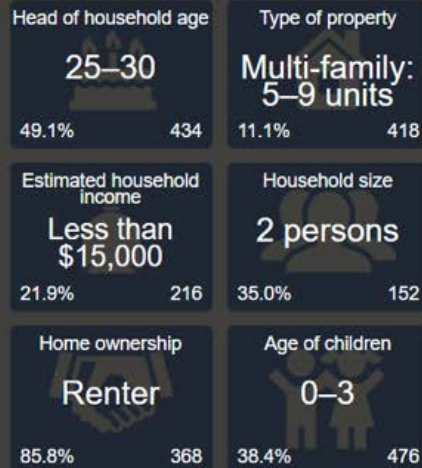
1.58% | 1.52%



## Key Features

- Renters
- Military base communities
- Ethnically diverse
- Parents
- Modest educations
- Tech-savvy

## Who We Are



## Channel Preference



## Technology Adoption



- Head of household age likely to be between 19 and 35 years old
- Head of household ethnicity likely to be Hispanic (207) or Native American (162)
- Likely to be Bilingual: prefer English (228) or Unassimilated: Do not Speak English (202)
- Likely to have children of all ages
- New residents: 1 year or less (248) or 2-3 years (171)
- First time homebuyers (273)
- Less than a high school diploma (151)
- Low income households- likely to have household income <\$35,000
- Gaming
- Education courses (130)
- Painting/Drawing (131)
- Buyers of Digital Magazines/Newspapers (152)
- Visited job search websites in last 30 days (160)
- High technology adoption
- Receptive to marketing via Radio (438), Digital Display (321), Digital Video (250), Mobile SMS (190), and Broadcast Cable TV (162)
- Likely not registered to vote
- Interested in gourmet cooking (326)
- Clustered around Poinciana
- Some distribution between West Osceola, Central Library, Buenaventura Lakes, and St. Cloud
- Non-patron clustering between Central Library and West Osceola

# Dare to Dream

Young singles and single parents with modest incomes starting out in city apartments

Samuel & Amanda

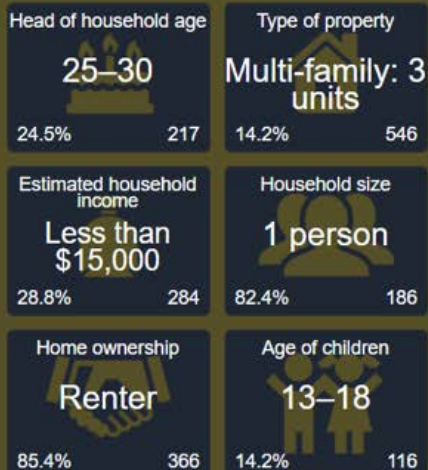
🏠 1.50% | 0.84% 👤



## Key Features

- Single parents
- Apartment dweller
- Bilingual
- Low value properties
- Team sports
- Sub-prime credit

## Who We Are



## Channel Preference



## Technology Adoption



- Head of household age likely to be between 19 and 45 years old
- Head of household ethnicity likely to be Native American (290) or Hispanic (219)
- Likely Bilingual or Non-English speaking household (165)
- New residents: 1 year or less (206) or 2-3 years (192)
- Less than HS Diploma (215)
- Commutes by walking (143) or bicycle (140)
- Interested in sports
- Gaming
- Purchasers of digital magazines/newspapers (242)
- Visited job search websites in the last 30 days (163)
- Receptive to marketing via Radio (404), Digital Video (344), Digital Display (211), and Broadcast Cable TV (205)
- Likely not registered to vote (208)
- Interested in gourmet cooking (145)
- Clustered around Poinciana and Central Library with some clustering around Buenaventura Lakes and St. Cloud
- Heaviest non-patron clustering around Central Library

# Fast Track Couples

Active, young, upper middle-class suburban couples and families living upwardly-mobile lifestyles

Andrew & Ashley

3.00% | 2.20%



## Key Features

- Credit-aware
- Comfortable spender
- Active lifestyles
- Tech-savvy
- Music lovers
- Football fans

## Who We Are

Head of household age	Type of property
<b>31–35</b>	<b>Single family</b>
50.6% 480	97.3% 122
Estimated household income	Household size
<b>\$100,000–\$124,999</b>	<b>2 persons</b>
26.2% 296	35.6% 155
Home ownership	Age of children
<b>Homeowner</b>	<b>7–9</b>
79.6% 125	13.5% 137

## Channel Preference



## Technology Adoption



- Head of household likely between 19 and 35 years old
- Head of household ethnicity likely to be Asian (149)
- Likely to have children of elementary school age (137)
- New residents: 1 year or less (234) or 2-3 years (229)
- First time homebuyer (236)
- Interested in music
- Attended aquarium (172) and zoo (169)
- Interested in sports
- Gaming
- Listens to audiobooks (155) and reads e-books on Kindle (134)
- Purchasers of digital magazines/newspapers (216)
- Receptive to marketing via Streaming TV (375), Mobile SMS (354), Combination: Broadcast/Streaming TV (220), Digital Display (188), and Digital Video (151)
- Interested in gourmet cooking (166)
- Uses Tumblr (162)
- Some distribution around the County
- Some clustered around West Osceola and south of St. Cloud Branch
- Heavy distribution throughout St. Cloud
- Clustered on west side of Lake Tohopekaliga, between Poinciana and Central Library



# Town Elders

Stable minimalist seniors living in older homes and leading sedentary lifestyles

Herold & Helen

4.63% | 3.65%



## Key Features

- Avid TV watchers
- Rural lifestyle
- Seniors
- Home-centered activities
- Conservative values
- Cautious money managers

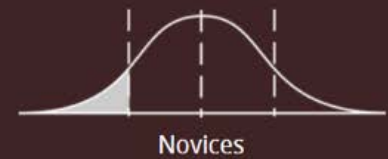
## Who We Are

Head of household age	Type of property
<b>76+</b>	<b>Single family</b>
55.2% 585	96.7% 122
Estimated household income	Household size
<b>\$25,000–\$34,999</b>	<b>2 persons</b>
23.7% 260	34.3% 149
Home ownership	Age of children
<b>Homeowner</b>	<b>7–9</b>
87.6% 137	0.2% 2

## Channel Preference



## Technology Adoption



- Head of household age 66+
- Likely to have less than a High School Diploma (139)
- Likely to collect coins (174) and antiques (164)
- Low technology adoption
- Receptive to marketing via Traditional Newspaper (458) and Direct Mail (134)
- Registered Republican (142) or Democrat (133)
- Clustered around Poinciana, between Central and Buenaventura Lakes, and around St. Cloud
- Smaller cluster around Kenansville

# Rooted Flower Power

Mid-scale baby boomer singles and couples rooted in established suburban communities and approaching retirement

Bruce & Denise  
 2.36% | 1.99%



## Key Features

- Nearing retirement
- Deeply rooted
- Single adults
- Liberal
- Bargain hunters
- Cultural Arts

## Who We Are

Head of household age	Type of property
<b>51–65</b>	<b>Single family</b>
87.4% 311	92.7% 117
Estimated household income	Household size
<b>\$50,000–\$74,999</b>	<b>1 person</b>
30.3% 159	49.3% 111
Home ownership	Age of children
<b>Homeowner</b>	<b>13–18</b>
77.9% 122	1.3% 11

## Channel Preference



## Technology Adoption



- Head of household age likely to be between 51 and 65
- Collectors: collect coins (160) and antiques (148)
- Interested in cultural arts (181)
- Members of a union (162)
- Receptive to marketing via Traditional Newspapers (170) and Direct Mail (133)
- Registered Democrat (149)
- Interested in gourmet cooking (158)
- Heavily clustered around St. Cloud branch
- Some clustering around Poinciana, Central Library, and Buenaventura Lakes
- Some clustering of non-patrons in NW Kissimmee

## Commonalities among the Mosaic groups:

	Balance and Harmony (15%)	Digital Dependent (7%)	Progressive Potpourri (6%)	Steadfast Conventionalist (6%)	Family Trooper (4%)	Dare to Dream (4%)	Fast Track Couple (4%)	Town Elder (4%)	Rooted Flower Power (4%)
Head of Household Hispanic	X		X	X	X	X			
Head of Household Asian			X				X		
Head of Household At or near retirement age			X	X				X	X
Bilingual	X		X	X	X	X			
Unassimilated Does not speak English	X		X	X	X	X			
Storytime Age Children	X				X				
Elementary Age Children	X			X	X		X		
Tweens	X			X	X				
Teens	X			X	X				
Less than a HS diploma	X			X	X	X		X	
New Residents		X			X	X	X		
First time homebuyer		X			X		X		
Not registered to vote	X	X		X	X	X			
Registered Republican								X	
Registered Democrat								X	X

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