
2.0 OVERALL REPORT OF RESULTS IN ACHIEVING GOALS AND OBJECTIVES BASED ON 5-YEAR PLAN

2.1 Background

In Florida, the LSTA grant program is administered by the Florida Department of State, Division of Library and Information Services (Division).

Florida libraries and nonprofit organizations primarily related to the provision or support of library services are eligible to apply for LSTA funds. To receive a grant, the library's service program must be administered by a librarian who has completed a library education program accredited by the American Library Association. The library must also agree to make its resources available to the public.

The Division created a five-year plan in 1997 to administer the LSTA grant program. This plan is entitled, "Access for All: Libraries in Florida's Future" (*Access for All*). The Division employed an outside consulting firm to assist with the development of the plan. Included in the methodology of creating the plan were:

- interviews with Division staff;
- focus groups with public library staff and library leaders;
- focus groups with staff of academic, special, and school libraries;
- focus group with multitype library cooperative directors;
- focus group with the Florida Library Network Council;
- interviews with stakeholders;
- a written survey distributed to attendees at the public library focus group sessions;
- a survey in the *Orange Seed Technical Bulletin*;
- a survey distributed at the annual Friends and Trustees workshops in February 1997; and
- a review of the plans and studies prepared by the Division during the previous five years.

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Contained within the Long-Range Plan are three overarching goals that the plan was designed to meet. These goals are:

Goal I: All the people of Florida have equitable access to the world of information through libraries.

Goal II: Florida's libraries receive the guidance and leadership they need for ongoing development and excellence.

Goal III: People of Florida use their libraries and value them as essential to their communities. Each Goal has Strategic Directions associated that specify the manner in which the Division wishes to accomplish the goal. Under each Strategic Direction, Objectives were created with an evaluation method delineated and strategies defined that would enable the Division to measure Strategic Direction achievement. The Goals would be attained as the result of the achievement of Strategic Directions.

Since the LSTA program was initiated in Florida, it has been modified and refined annually in order to meet library needs more closely. Grants have been awarded in the following areas: (1) Access for Persons Having Difficulty Using Libraries; and (2) Library Technology Connectivity and Services.

This section is organized around the Plan's structure. Each Strategic Direction is listed and followed by the related Objectives and strategies. Findings related to the Objectives are recorded with the Objectives. In some cases, an Objective was achieved using strategies other than the ones listed for that Objective. Similarly, a Strategic Direction may have been achieved through methods that were not listed in the Objectives. The purpose of this evaluation is to record Goal attainment whether that Goal was attained through the described methods or other nondescribed methods.

2.2 LSTA Long-Range Plan and Findings

2.2.1 Goal I: All the People of Florida Have Equitable Access to the World of Information Through Libraries

Strategic Direction I.1

Goal I contains four strategic directions. Strategic Direction I.1 was to provide valuable networked information to libraries and the public, and to enhance the use of networks, advanced telecommunications, and the Internet. To assist with this strategic direction, the Division put five objectives into place. Objective 1A was to increase the number of holdings in all Florida libraries by 20 percent over the 1996 baseline figure.

To assist the Division with this objective, several libraries across the state solicited funds through LSTA so they could purchase and update materials to better serve their communities. These funds were also used to help libraries add records to the statewide union database.

In addition, the Division provided funds to the multitype library cooperatives to add holdings to the statewide union database. Assistance from the Division included workshops and consulting services. Materials added to the database included legislative tapes, local and state maps, books, periodicals, and video programs.

FINDING

Per the OCLC annual reports for the years 1996 through 1999, holdings increased from the base figure of 16,821,484 to 20,333,245, a 20.87 percent increase. **This objective has been achieved.**

Objective 1B for this direction is to provide the public with electronic access to information resources from 90 percent of the 33 state agencies referenced in Florida Statutes via the Florida Government Information Locator Service (FGILS). This information was not found within the annual grant files, so MGT gathered this information through interviews and site visits.

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The FGILS is a virtual card catalog of government information available on the Internet and elsewhere. While primarily focused on Florida State government information, the FGILS web page links to local and federal government sources.

FGILS was launched in 1995 with an extensive awareness campaign using *The Orange Seed* technical bulletin, press releases in major cities, presentations to state employees, pamphlets, and an exhibitor's booth at the Florida Government Technology Conference.

As the public use of government information available in digital form has increased significantly over the past five years, so has the use of FGILS. In the first year of existence, the FGILS Web page had approximately 80,000 hits. As of this report, in the first nine months of this year, the FGILS Web page has had more than 238 million hits. This service provides access to this information for under \$16,000 annually.

FINDING

Although the number of state agencies has fluctuated over the review period, the Division has maintained free public access through FGILS for 95 to 98 percent of the viable agencies' electronic information. **This objective has been achieved.**

Objective 1C for this direction states that the Division would make available to all libraries cost-effective group access to electronic databases. The On-line Computer Library Center, Inc. (OCLC), a private, nonprofit organization, was contracted to provide their FirstSearch service to Florida's libraries. This service offered access to a rich collection of databases and with links to the World Wide Web, on-line full text articles, full-image articles from electronic journals, library holdings, and interlibrary loan. FirstSearch supports research in a wide range of subject areas with well-known bibliographic and full-text databases in addition to ready-reference tools such as directories, almanacs, and encyclopedias. In addition, the Florida Information Resource

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Network (FIRN) assisted the Division in providing Internet connections in 95 percent of libraries. This facilitated libraries with connecting to electronic databases.

FINDING

In 1997 and 1998, the Division, through state funds, did make available cost-effective group access to approximately 65 electronic databases. The state funding ceased in 1999, although the Division continued providing access to 12 or 13 electronic databases through LSTA funds. Recently, the state of Florida included electronic databases on its contract. **This objective has been achieved.**

The fourth objective, 1D, for this direction states that 95 percent of public library outlets will have direct digital public access to the Internet/World Wide Web by 1999. This objective was aided by the development of the FloriNet program. The majority of grants awarded by the Division in fiscal year 1997–1998 focused on providing technology infrastructure and Internet connectivity to libraries. As shown in Exhibit 2-1, 100 percent of libraries and library cooperatives have Internet Access, and libraries have increased their expenditures for electronic access by \$3,834,978 since 1996–1997.

**EXHIBIT 2-1
GROWTH OF INTERNET ACCESS AND
ELECTRONIC ACCESS EXPENDITURES**

Fiscal Year	Internet Access	Electronic Access Expenditures
1996-97	93%	\$2,063,514
1997-98	95%	\$3,162,356
1998-99	100%	\$5,898,492

Source: Florida Library Directory with Statistics

FINDING

We found that 100 percent of the outlets implemented direct digital access before 1999; therefore, **this objective was accomplished.**

Objective 1E for this direction states that 95 percent of libraries would connect to telecommunications networks and participate in the Florida Library Network by 1999. In addition to providing consulting services to libraries, the Division funded grant requests from libraries to supply training to patrons on the Internet and technology. Several of the

regional library consortia provided training to library staff and patrons on the benefits of networking and planning for infrastructure expansion. As previously mentioned, the Division also worked with FIRN to provide Internet connections to 95 percent of libraries within the state.

FINDING

After the of LSTA grant cycles in 1997 and 1998 focused on this issue, **this objective was accomplished** within the specified time frame.

Strategic Direction I.2

The second strategic direction within Goal I was to facilitate distance learning in public libraries. The Division put in place one objective to assist them with this direction. This objective was that by the year 2000, public libraries would have the necessary technology to facilitate distance learning in 75 percent of service outlets.

Libraries have come a long way in expanding their infrastructure so that they have the connectivity to support their patrons' needs. As previously mentioned, 100 percent of libraries and multitype library cooperatives offer public Internet access. The majority of grant requests funded in 1997 were to assist libraries with infrastructure improvements and make hardware and software purchases. These improvements have enabled patrons to have access to distance learning courses offered via the Internet.

FINDING

The necessary technology to facilitate distance learning via the Internet was installed in almost 100 percent of the library outlets by 2000. However, many libraries do not have enough personal computers to allow patrons to use the resource long enough to complete most distance learning classes. Our review indicates that many libraries must limit the daily time each patron can use the computer so all patrons can get an opportunity. Nevertheless, **this objective was accomplished**.

Strategic Direction I.3

Strategic Direction I.3 was to increase the public's timely access to materials and information through reciprocal borrowing and interlibrary loan. To help the Division meet

this direction, they established two objectives. Objective 3A was that 50 percent of the population of Florida will be served by libraries that participate in a reciprocal borrowing program by 2002. As shown in Exhibit 2-2, the percentage of libraries that have reciprocal borrowing agreements in fiscal years 1997–1998 to 1998–1999 increased by .36 percent, and over half (54.72%) of the population in the State of Florida is served by libraries with reciprocal borrowing agreements.

**EXHIBIT 2-2
RECIPROCAL BORROWING AGREEMENT PERCENTAGES**

	Fiscal Year 1997–98	Fiscal Year 1998–99
Total Service Area Population	15,131,491	15,466,152
Population Served by Libraries with Reciprocal Borrowing Agreements	8,225,105	8,463,629
Percent of Population Served by Libraries with Reciprocal Borrowing Agreements	54.36%	54.72%

Source: Florida Library Directory with Statistics

FINDING

The data reveal that this objective showed a small increase of .36 percent in the percentage of population served between the years of 1997–1998 and 1998–1999. Since more than 50 percent of the population was served in the appropriate manner, **this objective was accomplished.**

Objective 3B was that 90 percent of libraries will digitally transmit interlibrary loan requests by 2001. Currently, the Division is working through the Florida Library Information Network to provide libraries with electronic interlibrary loan forms. In 1999–2000, the state library received 57,313 interlibrary loan requests. In addition, the Division of Library and Information Services reported that 85 percent of libraries used electronic means to conduct interlibrary loan transactions in 1997–1998. According to the annual grant files for the Division, this increased to 86 percent in 1998–1999. However, in 1999-2000 the percentage increased to 93%.

FINDING

In 1997–1998 and 1998–1999, the percentage of libraries transmitting digital loan requests were 81 percent and 84 percent, respectively. As of 1999–2000 the percentage of libraries transmitting digital loan requests was 93%. Therefore, **this objective has been met.**

Strategic Direction I.4

Strategic Direction I.4 encourages the development of public policy in support of free (no cost) access to information. As previously shown in Exhibit 4-21, 100 percent of Florida's public libraries have free Internet access available for their patrons.

In addition to providing Internet access, the Division encouraged libraries to adopt policies and procedures for Internet use. To measure Objective 4A, the Division surveyed libraries to determine the approach taken by communities in dealing with the issue of display or access of obscene images on library public access Internet computers in March 2001. All but one of the libraries responding to the survey have adopted Internet use policies.

FINDING

Determined through interviews with Division and library staff and data collected, **this objective was accomplished.**

2.2.2 Goal II: Florida's Libraries Receive the Guidance and Leadership they need for Ongoing Development and Excellence

Strategic Direction II.1

Goal II contains two strategic directions. Strategic Direction II.1 was to provide consulting services to public libraries to encourage best practices. To assist with this task, the Division established two objectives. Objective 1A states that all 67 counties will have countywide public library service that qualifies for the State Aid to Libraries funding by October 1998. In fiscal year 1997–1998 all counties within Florida were eligible for state aid.

The Division assisted public libraries with Objective 1A by providing libraries LSTA development grants to support the expansion of library materials and the enhancement of infrastructure. In addition, the Division assisted with the stabilization of emerging libraries by supplying technical assistance and training for stakeholders. Exhibit 2-3 shows the number of counties qualified for funding from fiscal year 1996–1997 through 1998–1999.

**EXHIBIT 2-3
COUNTIES QUALIFIED FOR FUNDING**

Fiscal Year	Number of Qualified Counties
1996-97	65
1997-98	67
1998-99	67

Source: Division of Library and Information Services

FINDING

All 67 counties did have library service that qualified for the State Aid to Libraries Program by the specified timeframe. **This objective was accomplished.**

Objective 2A states that public libraries and multitype library cooperatives will receive two planned consulting visits each year, and all libraries will receive a response or referral to 80 percent of their information requests within three days. The division has met this objective; during 1990-2000 all libraries received at least two visits. Some libraries received up to six visits. Additionally, over 99 percent of information requests received were responded to within three days during the three-year period.

FINDING

All libraries received at least two consulting visits. The Division’s customer contact log indicated that the Division did respond to requests within three days more than 99 percent of the time. **This objective was achieved.**

Strategic Direction II.2

Strategic Direction II.2 was established to identify and address critical issues in Florida's communities that Florida libraries can impact. To meet this strategic direction, the Division indicated that by 2002 at least 10 critical issues that impact Florida's communities will have been addressed. Relevant data were gathered through division staff interviews. The eleven critical issues are:

1. Literacy
2. Families
3. Education
4. Computer literacy
5. Technology infrastructure
6. Access to technology
7. Economic development
8. Elderly
9. Youth
10. Access to information
11. Evaluation and accountability.

For purposes of the long-range plan and related activities, critical issues were characterized as those that are major societal concerns crossing economic and social barriers. They impact everyone and are statewide and affect more than a single community. The issues relate to people and their condition. Florida libraries collectively have an impact on critical issues and can measure their impact on them.

Six regional workshops were held around the state. Attendees were divided into small groups and brainstormed and ranked issues that they felt were critical, using the definition of critical issues. The Division solicited feedback during the Library Director's Conference on October 17, 1997. Conference participants were divided into small groups to provide feedback on how libraries can make an impact on the critical issues that were most repeated and top ranked during the regional workshops.

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Since 1997, the Division has addressed these eleven critical issues through a variety of activities ranging from federal and state funded grants, technical assistance, and publicity. Some of the specific activities that have addressed these issues are:

- Florida Library Literacy Program;
- Florida Library Youth Program;
- Statewide Research Studies, including Florida Libraries and Education; and
- Annual Technology Workshops.

The issues are reviewed and worked through the LSTA grant awards and other resources such as the Bill and Melinda Gates Foundation grants.

FINDING

From interviews with Division staff and grant documentation, the assessment is that **this objective has been met**. The Division identified 11 critical issues in 1997 from statewide input and developed plans to address each issue.

2.2.3 Goal III: People of Florida use their Libraries and Value them as Essential to their Communities.

Strategic Direction III.1

Within Goal III, three strategic directions were established. Strategic Direction III.1 was to obtain and support adequate funding for Florida libraries, multitype libraries cooperatives, and the Division. The objective for this strategic direction was that Libraries and library supporters will have accurate, timely information and support that result in incremental and phased improvement. As shown in Exhibit 2-4, overall funding for libraries has increased by \$40,751,366 from 1996–1997 to 1998–1999.

**EXHIBIT 2-4
LIBRARY FUNDING**

Fiscal Year	Local Funds	State Funds	Federal Funds	Other Income	Total Income
1996-97	\$237,305,565	\$27,353,991	\$3,066,737	\$18,560,588	\$286,286,881
1997-98	\$257,218,953	\$29,373,759	\$2,511,826	\$11,748,623	\$300,853,161
1998-99	\$276,277,610	\$32,036,758	\$3,193,391	\$15,530,488	\$327,038,247

Source: Florida Library Directory with Statistics

FINDING

The data support the conclusion that annual increases occurred. By virtue of the fact that more programs were conducted in more libraries serving a growing population, incremental and phased improvement was achieved and **this objective was accomplished.**

Strategic Direction III.2

Strategic Direction III.2 was to demonstrate the value, effectiveness, and efficiency of libraries. To address this direction, the Division developed two objectives. Objective 2A was to identify at least one key statewide library program annually, perform in-depth analysis, and communicate results to customers and stakeholders.

According to the data reviewed, the Division did select at least one program for annual evaluation each year, and distributed information on the evaluations through statewide publications and the Division's Web site.

FINDING

Data in the final reports indicate that programs were selected and evaluated; however, information concerning the research results was available to the stakeholders but not well communicated. The Division did develop an approach for the independent evaluation of the LSTA program for 2002. **This objective was accomplished.**

Objective 2B was that there would be an annual 2 percent increase in the use of local library services for the following areas:

- items loaned by public libraries;
- number of customer visits;
- public library reference requests;
- number of registered borrowers;

- number of persons attending library programs; and
- number of volumes in public library collections.

The Division revised its methodology for computing the 2 percent increase after the objective was put into place. Rather than count each item for each library, the Division rolls up the annual figure into one number and counts only those libraries receiving state aid under the State Aid to Libraries program. This information is reported annually to the state as part of the Division's PB2 program measures.

FINDING

The baseline budget period was 1997-1998. The Division has shown a 2% annual increase in use of local public library service each year up to and including budget period 2000-2001. **This objective was met.**

Strategic Direction III.3

Strategic Direction III.3 was incorporated in this plan to ensure that the public, key decision makers, and the library community are aware of library services and issues. To assist with this direction two objectives were established. Objective 3A addressed whether public libraries and multitype library cooperatives were satisfied with communication with the Division. To meet this objective, the Bureau of Library Development conducted annual customer satisfaction surveys. MGT's review of the survey data indicates that approximately 80 percent of the libraries and multitype library cooperatives were pleased with the communications with the Division. However, they wished the Division had additional staff to make more visits to library sites. According to the Bureau of Library Development's contact logs, they responded to over 99 percent of information requests received within three days of receipt.

FINDING

Through review of the annual satisfaction surveys and Bureau of Library Development customer satisfaction surveys, it was determined that public libraries and multitype library cooperatives are satisfied with Division communication. **This objective was accomplished.**

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Objective 3B states that, starting in 1999, two target audiences, identified through a marketing plan, would receive customized information that increases their awareness of Florida library services and those of the Division each year. Information on this objective was gathered through interviews with Division staff and supplied to the evaluator in examples such as video tapes, brochures, pamphlets, and other formats.

FINDING

The Division set a different marketing course from what is defined in the long-range plan that resulted in two target audiences receiving customized information that increased their awareness of Florida library services and those of the Division starting in 1999. **This objective was accomplished.**

Exhibit 2-5 summarizes the status of the plan in a graphical mode.

**EXHIBIT 2-5
STATUS OF PLAN SUMMARY**

<i>Goal/Objective/Strategic Direction</i>	<i>Met</i>	<i>Unmet</i>
Goal 1: All of the people of Florida have equitable access to the world of information through libraries.	X	
<i>Strategic Direction I.1: Provide valuable networked information to libraries and the public and enhance the use of networks, advanced telecommunications, and the Internet.</i>	X	
Objective 1A: By 2003, Florida residents will have access to 20% (3,364,297) more holdings in all Florida libraries no matter where they live, increasing access from the 1996 figure of 16,821,484.	X	
Objective 1B: The public will have free electronic access to information resources from 90% of the 33 state agencies referenced in Florida Statutes via the Florida Government Information Locator Service (FGILS).	X	
Objective 1C: The Division will make available to all libraries cost-effective group access to electronic databases.	X	
Objective 1D: 95% of public library outlets will have direct digital public access with full graphical interface to the Internet/World Wide Web by 1999.	X	
Objective 1E: 95% of libraries will connect to telecommunications networks and participate in the Florida Library Network by 1999.	X	

**EXHIBIT 2-5 (Continued)
STATUS OF PLAN SUMMARY**

Goal/Objective/Strategic Direction	Met	Unmet
Strategic Direction I.2: <i>Facilitate distance learning in public libraries.</i>	X	
Objective 2A: By 2000, public libraries will have the necessary technology to facilitate distance learning in 75% of service outlets	X	
Strategic Direction I.3: <i>Increase the public's timely access to materials and information through reciprocal borrowing and interlibrary loan.</i>	X	
Objective 3A: 50% of the population of Florida will be served by libraries that participate in a reciprocal borrowing program by 2002.	X	
Objective 3B: 90% of libraries will digitally transmit interlibrary loan requests by 2001.	X	
Strategic Direction I.4: <i>Encourage development of public policy in support of free access to information.</i>	X	
Objective 4A: Policies supporting free access to information are established and maintained.	X	
Goal II: Florida's Libraries receive the guidance and leadership they need for ongoing development and excellence.	X	
Strategic Direction II.1: <i>Provide consulting services to public libraries to encourage best practices.</i>	X	
Objective 1A: All 67 counties will have countywide public library service that qualifies for the State Aid to Libraries Program funding by October 1, 1998.	X	
Objective 1B: Public libraries and multi-type library cooperatives will receive two planned consulting visits each year, and all libraries will receive a response or referral to 80% of their information requests within three days.	X	
Strategic Direction II.2: <i>Identify and address the critical issues in Florida's communities that Florida libraries can impact.</i>	X	
Objective 2A: By 2002, at least 10 critical issues that impact Florida's communities will have been addressed.	X	
Goal III: People of Florida use their libraries and value them as essential to their communities.	X	
Strategic Direction III.1: <i>Obtain and support adequate funding for Florida libraries, multitype library cooperatives, and the Division.</i>	X	
Objective 1A: Libraries and library supporters will have accurate, timely information and support that result in incremental and phased improvement.	X	

**EXHIBIT 2-5 (Continued)
STATUS OF PLAN SUMMARY**

Goal/Objective/Strategic Direction	Met	Unmet
Strategic Direction III.2: <i>Demonstrate the value, effectiveness, and efficiency of libraries.</i>	X	
Objective 2A: Identify at least one key statewide library program annually to analyze in-depth and communicate results to customers and stakeholders.	X	
Objective 2B: 2 percent increase annually in use of local public library services.	X	
Strategic Direction III.3: <i>Ensure that the public, key decision-makers, and the library community are aware of library services and issues.</i>	X	
Objective 3A: Public libraries and multitype library cooperatives are satisfied with communication with the Division.	X	
Objective 3B: Two target audiences identified through a marketing plan will receive customized information that increases their awareness of Florida library services and those of the Division each year, starting in 1999.	X	