

# Gateway to Information through Florida Libraries

An Outcomes Plan, 2003-2007



Florida's Strategic Plan for Library Development  
Florida Department of State  
Division of Library and Information Services



## Introduction

People's access to information is directly related to the health and vigor of their libraries—libraries *are* the gateway to information. In this plan, the Florida Division of Library and Information Services (DLIS, also known as the Division or the State Library of Florida) defines future directions that take Florida's libraries into the 21<sup>st</sup> century. While the Division has statutory responsibility for public libraries and multitype library cooperatives only, the Division's library development program rests on the principle that the growth and development of any individual public library is dependent on the allied development of the larger library community in which it exists. The Division is committed to being an advocate for all types of libraries and to coordinating information and resources statewide to serve the people of Florida efficiently and effectively.

This new strategic plan builds on the successfully implemented planning document, *Access for All*, that the Division adopted in 1997. Florida's entire library community contributed extensively to both the previous long-range planning process and this new strategic plan. In this plan, the Division addresses the ideas and concerns expressed by the hundreds of people who participated in interviews, surveys, and meetings during the planning process. We have crafted a plan that is responsive to the information needs of Florida's people.

It is also the intention of the Division to use this plan as a basis for the long-range plan to be submitted to the Institute of Museum and Library Services for the Library Services and Technology Act (LSTA). The three goals and eleven outcomes outlined in this plan all respond to one or more of the six primary purposes outlined in the proposed reauthorization of LSTA:

- (1) expanding services for lifelong learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages;
- (2) developing library services that provide all users access to information through local, state, regional, national, and international electronic networks;
- (3) providing electronic and other linkages among and between all types of libraries;
- (4) developing public and private partnerships with other agencies and community organizations;
- (5) targeting library service to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills;
- (6) targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty level (as defined by the Office of management and Budget and revised annually

in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C.9902(2) applicable to a family of the size involved.)

The Library Services and Technology Act embodies a fresh approach to federal support for libraries, and its spirit infuses this plan. It is important to note, however, that public library service in Florida is supported principally by local funds (over 84 percent in FY 2000/2001) that provide the basic foundation of service to which state and federal aid contribute.

### **Florida's Demographics**

Florida is one of the five most populous states in the nation and was among the top five states with population increases during the 1990's. In 2000, the population of Florida was 15,982,378, a three million person (23.5 percent) increase over 1990 Census figures. Of Florida's population, 14.6 percent are African American, .3 percent are Native American, and 1.7 percent are Asian or Pacific Islander. Persons of Hispanic origin comprise 16.8 percent of the population. Seventeen percent of Florida's population is foreign born, with most coming from Latin America. Of note, the Asian/Pacific Islander population grew by 78.1 percent during the 1990's and the Hispanic population grew by 70.4 percent.

Florida's population 65 years and over grew by 18.5 percent to 2,807,597. The elderly comprise 17.6 percent of the state's total population. While the 2000 census was the first time in the history of the census that the 65 years and over population in the U.S. did not grow faster than the total population, Florida is a graying state. Florida's elderly population did not increase the most compared to the other states (this distinction is held by Nevada with a 72 percent increase in its older population), but it has the highest proportion of population 65 years and over. Additionally, the elderly population represented 30 percent or more of the total population in ten U.S. counties, five of which are in Florida, and six of the ten places with populations over 100,000 with the highest proportion of elderly are in Florida.

Florida's population under age 18 grew by 27.2 percent to 3,646,340, or 22.8 percent of the state's population. Florida ranks seventh for population under age 18 that is Hispanic (19.3 percent).

Florida's overall poverty rate decreased 1.2 percent between 1998-1999 and 1999-2000, from 12.8 percent to 11.5 percent, making it one of eleven states to experience a significant drop in the poverty rate. However, Florida has the 10<sup>th</sup> highest child poverty rate. Even with the high child poverty rate, 54 percent of children in Florida aged 3-17 have home Internet access and Florida is ranked 16<sup>th</sup> in home Internet penetration.

Florida's population of 25 and over is 10,737,788. Of these, 11 percent have a 9<sup>th</sup> to 12<sup>th</sup> grade education, but no diploma. Six percent have less than a 9<sup>th</sup> grade education. Twenty-three percent of Floridians have a bachelor's degree or higher. Twenty-five percent of adults in Florida were estimated to be at Level 1 literacy (the lowest literacy level) in 1992. The most recent data on adult literacy is the result of the National Adult Literacy Survey (NALS), conducted by the National Center for Education Statistics (NCES) in 1992. A new adult literacy survey is planned for 2002.

### **Division Mission**

The Division has established the following mission:

*The Division of Library and Information Services in the Florida Department of State provides library, records management, and archival services at the state and local level. The Division provides direct library services to state government; develops library services statewide; and provides archival and records management services, technical assistance, education, financial aid, and cooperative services. Working in partnership with archivists, librarians, records managers, governmental officials, and citizens, the Division seeks to assure access to materials and information of past, present, and future value to enable local libraries and agencies to provide effective information services for the benefit of the people of Florida.*

This plan focuses on specific Division roles and services in the area of library development. Library development is defined as "*activities conducted by the Division that support the establishment, expansion, and improvement of public library service within the context of the larger library community.*"<sup>1</sup>

This definition includes services to multitype library cooperatives, academic, special and school libraries as they relate to interlibrary cooperation, resource sharing, and networking. The definition refers to the services of the Bureau of Library Development and selected services to libraries by the Bureau of Library and Network Services and Bureau of Archives and Records Management.

### **Needs Assessment and Methodology**

This strategic plan for library development in Florida is a vision of the future with a blueprint for reaching that vision. It brings together a wide range of participants and stakeholder groups to work together to reach that vision. The plan also provides a basis for making funding decisions on what library services, collections, and programs are most important and have greatest priority. Finally, the strategic plan identifies and leverages the strengths of libraries and external partners such that the whole is more than the sum of its parts. As libraries grapple with myriad choices and opportunities for

---

<sup>1</sup> JNR Associates. *Perceptions and Expectations for Library Development as Expressed by Library Stakeholders. A Report Developed for the Florida State Division of Library and Information Services.* (1997) 3.

providing services, setting priorities, providing leveraged and innovative services to its users, and maintaining a high quality staff, a strategic plan is essential.

Given this context, the Information Use, Management and Policy Institute, School of Information Studies, Florida State University was contracted by the Florida Department of State, Division of Library and Information Services to do a needs assessment that would serve as the basis for future strategic planning documents. The consultants developed the needs assessment using feedback obtained during a series of regional meetings which addressed two broad questions:

- What are the key priorities to be addressed by your library over the next five years that may be priorities for other Florida libraries or statewide?
- Given those priorities, what activities could an external partner in cooperation with your library sponsor to achieve these priorities?

### Data Collection

Data collection occurred during the period February 1 to May 1, 2002. A number of qualitative and quantitative data collection approaches and instruments to address the research questions were used. Data collection methodologies included:

- **Environmental scan:** Documents from a variety of sources were examined, including the Division, study participants, and a review of literature.
- **Consultation with Division staff:** Three sets of interviews were held at the beginning, middle and end of the data collection phase with state library managers including: the State Librarian, the Assistant State Librarian, Bureau of Library Development staff, and management staff of the Bureau of Archives and Records Management and the Bureau of Library and Network Services.
- **Six regional meetings:** Regional meetings were held in Tampa, Orlando, Delray Beach, Miami, Tallahassee, and Daytona Beach. One hundred and forth six key stakeholders were interviewed including: public library managers; multitype library cooperative directors; library friends; statewide single type network, Florida Information Resources Network, administrators; academic, school, special library leaders; key advisory councils and governing boards and local government officials. Brief written surveys were completed by participants at each session.
- **Web-based survey:** A web-based survey was conducted from April 15 to April 30. Two hundred persons responded.

Summaries of findings and analysis were shared with participants to cross-check factual accuracy, completeness, agreement on interpretation and to elicit further comment.

### **Grant Program and Monitoring**

The Division of Library and Information Services administers a competitive grant program for Library Services and Technology Act funds. From 1997 to 2002, public, academic, school, special libraries and multitype library cooperatives have been eligible to apply for grant funding under two categories: Access for Persons Having Difficulty Using Libraries, and Library Technology Connectivity and Services. Libraries are encouraged to submit grants that foster experimentation and innovation in library service. In response to this new strategic plan, categories for the LSTA grant program will be revised to reflect the three goals.

The Division is required to ensure that recipients of LSTA grants administer them according to the intent of the approved grant and applicable state and federal laws and regulations. A program of monitoring has been developed to determine whether grant recipients have been successful in: meeting outcomes established for their projects/programs and managing their projects or programs. The extent of monitoring needed for a project varies, depending upon the size of the grant award, the complexity of the project, and the experience of the grant recipient in managing projects. Monitoring can be achieved through site visits, reports, interviews (on-site or off-site), and newspaper or other media accounts. Division consultants are directed to visit liaison libraries at a minimum of once a year, with ongoing appropriate contact to meet the library's needs.

## Summary of Goals and Outcomes

### **Goal 1: Florida Residents Have Electronic Access to Information Resources and Services Through The Florida Virtual Library**

- Outcome 1: Florida residents use statewide licensed databases for informational needs.
- Outcome 2: Residents use the Florida virtual library portal to retrieve information from multiple sources with a single search engine.
- Outcome 3: Residents use the virtual union catalog to access holdings of libraries in Florida.
- Outcome 4: Residents obtain materials from any Florida library through interlibrary loan or a statewide virtual borrower's card.
- Outcome 5: Residents access digital or electronic local content through the virtual library.

### **Goal 2: People in Florida of All Ages Have Programs and Services that Support Lifelong Learning Through Their Libraries**

- Outcome 1: Florida residents improve their knowledge and skills through targeted programs provided by libraries and library partners.
- Outcome 2: Children and teens, along with their parents, teachers, and caregivers, have library programs and services that are age and developmentally appropriate.
- Outcome 3: The general public, local government, and businesses are informed about the values and services of their library.
- Outcome 4: Florida libraries have support for ongoing development and excellence.

### **Goal 3: Librarians Are Well Positioned for Leadership in the 21<sup>st</sup> Century**

- Outcome 1: Libraries use the services of a statewide recruitment and awareness program to address needs for staffing.
- Outcome 2: Libraries have well trained staff to provide exceptional service to the public.



## **Goal 1: Florida Residents Have Electronic Access to Information Resources and Services through the Florida Virtual Library**

### **Context/Need**

Regional meetings, interviews with individuals in the state, and the findings of a stateside survey all support the development of the statewide virtual library as a top priority. There are great expectations for the development and implementation of the virtual library. The study team that developed the needs assessment recommended that for this planning cycle the virtual library be the top priority.

The Florida Virtual Library is seen as a wide range of electronic information resources, digital content, and online information services organized in a coherent and cohesive manner that can be searched by Florida residents. Access to the Florida Virtual Library will be provided through a portal, an easy-to-use Web-based, multilingual common user interface, allowing the user to retrieve information from multiple sources by a single search. The Florida Virtual Library complements the print and other resources in Florida library collections and provides users access to many resources.

### **LSTA Purposes of Goal 1:**

1. Expanding services for lifelong learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages;
2. Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks; and
3. Providing electronic and other linkages among and between all types of libraries.

### **Outcome 1: Florida residents use statewide licensed databases for informational needs.**

#### **Activities include but are not limited to:**

1. Identify potential online database products of interest to the greatest number of users statewide through a survey of Florida libraries and an evaluation of online products. FY 2003
2. Negotiate license(s) with one or more providers of online database products for access by all users. FY 2003–ongoing
3. Implement statewide licensing. FY 2003-2005
4. Continue working with a steering committee to provide input on the licensed database program. FY 2003-ongoing
5. Establish multiple approach training program, utilizing instructional modules, for databases and all content and services of the Florida Virtual Library and technology, including a help desk. FY 2003
6. Launch public awareness campaign for the Florida Virtual Library. FY 2003

## Evaluation

### Outputs:

- Number of contracted databases
- Number of logins
- Number of items downloaded
- Number of library staff trained on new databases

### Outcome Indicator and Source/Method:

Number and percent of web site users who indicate on a web-based survey that they successfully located specific information. This percentage will be used as a baseline figure for future surveys.

Web-based user survey conducted in FY 2005

Number and percent of library staff trained who indicate ability to use databases and provide service to the public by training public or providing information using databases.

Evaluation forms of all training sessions

## **Outcome 2: Residents use the Florida Virtual Library portal to retrieve information from multiple sources with a single search engine.**

### Activities include but are not limited to:

1. Establish committee to advise the Division on implementation of portal. FY 2003
2. Identify and assess portal products and develop requirements for product. FY 2003
3. Conduct formal procurement procedure to evaluate and select portal product. FY 2003
4. Implement portal. FY 2003
5. Create uniform web site and user interface. FY 2003
6. Determine content to be accessible/searchable via portal. FY 2003-ongoing
7. Establish statewide virtual reference service. FY 2003
8. Support automation and technology grants needed to support functionality of the virtual library. FY 2003-ongoing
9. Support continued expansion and development of local library networks and increased numbers of public access computers. FY 2003-ongoing
10. Support continued active partnership in the area of telecommunications and networking with Florida Department of Education's Florida Information Resource Network (FIRN) and Office of Technology and Information Services, and State Technology Office. FY 2003-ongoing

**Evaluation:**

**Outputs:**

- Number of times information is accessed using portal
- Number of virtual reference transactions
- Number of technology grants funded
- Number of public access workstations
- Number of training sessions conducted
- Total amount of E-Rate funds received by public libraries

**Outcome Indicator and Source/Method:**

Number and percent of web site users who indicate on a web-based survey that they successfully located desired information.

Web-based user survey conducted in 2005.

**Outcome 3: Residents use the virtual union catalog to access holdings of libraries in Florida.**

**Activities include but are not limited to:**

1. Establish a committee to advise the Division on the virtual union catalog. FY 2003
2. Implement the virtual union catalog as a component of the Florida Virtual Library portal, incorporating Z39.50 search into basic functionality. FY 2003
3. Create uniform search implementation of online bibliographic databases throughout the state. FY 2003
4. Develop common understanding and consensus of standards, practices, and procedures. FY 2003

**Evaluation:**

**Outputs:**

- Number of libraries with records in the union catalog
- Number of records in union catalog
- Number of libraries participating in virtual borrower's card

**Outcome Indicator and Source/Method:**

Number and percent of web site users who indicate on a web-based survey that they successfully located material using virtual union catalog.

Web-based user survey conducted in FY 2005.

**Outcome 4: Residents obtain materials from any Florida library through interlibrary loan or a statewide virtual borrower's card.**

**Activities include but are not limited to:**

1. Establish a committee to refine, promote, and encourage compliance for statewide ILL policies and procedures. FY 2004
2. Review Florida Library Information Network (FLIN) policies and manual and make recommendations for revision (if necessary) to reflect virtual library developments. FY 2004
3. Implement a standards-based ILL management system that is ISO standards compatible with the portal and virtual union catalog. FY 2004
4. Provide physical and electronic delivery of materials. FY 2004-ongoing
5. Define the concept of virtual borrower's card as a function of the virtual union catalog and statewide ILL system. FY 2004

**Evaluation:**

**Outputs:**

- Number of Interlibrary Loan Requests filled by Florida libraries
- Number of Interlibrary Loan materials requested by Florida residents

**Outcome Indicator and Source/Method:**

Number and percent of interlibrary loan users who indicate on a survey accompanying received material, that material was received in a timely manner and met information needs.

User survey conducted in FY 2005.

**Outcome 5: Residents access digital or electronic local content through the virtual library.**

**Activities include but are not limited to:**

1. Develop, promote, and support guidelines for digital content creation and access, based on national standards. FY 2003-ongoing
2. Identify and provide access to existing online digital resources of interest. FY 2003-ongoing
3. Identify potential digital resources and prioritize possible digitization projects. FY 2003-ongoing
4. Develop electronic aids for identification of digital projects. FY 2004
5. Provide information or links to local, state and federal government information. FY 2003-ongoing
6. Partner with local libraries and government to provide information on record retention and government information locator services. FY 2003-ongoing

**Evaluation:**

**Outputs:**

- Number of digitization projects implemented in Florida
- Number of pages/images digitized

**Outcome Indicators and Source/Method:** Number and percent of web site users who indicate on a web-based survey that digital content of the Florida Virtual Library provides information that supports lifelong learning or formal education.

User survey conducted in FY 2005.

**Stakeholder Involvement:** Library staff will be surveyed to identify current online subscriptions, areas of interest and products of interest. The Florida Library Network Council (FLNC), is charged with facilitating interlibrary cooperation, network development planning and advising the Division.

**Communication:**

A public awareness campaign will be launched to promote the Florida Virtual Library and its components.

## **Goal 2: People in Florida of All Ages Have Programs and Services that Support Lifelong Learning through Their Libraries**

### **LSTA Purposes of Goal 2:**

1. Expanding services for lifelong learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages;
2. Developing public and private partnerships with other agencies and community-based organizations;
3. Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills; and
4. Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty level (as defined by the Office of Management and Budget and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C.9902(2) applicable to a family of the size involved.)

### **Context/Need:**

- Continuous learning as an adult is the key to a longer, healthier, more satisfying, and productive life. In the context of this plan, this is called lifelong learning. Florida's libraries are striving to meet the needs of everyone in their communities including those who are traditionally underserved. Therefore, lifelong learning includes adult and family literacy programs, services for adults for whom English is not their primary language, services to elders and other related programs. The needs assessment supports effort at improving services in these areas. These adults in particular need current information and learning programs tailored to their needs.

Eighteen percent of Florida's adults lack a diploma. Many more need to improve their reading and communication skills. More than 1.7 million adults read at less than a 9<sup>th</sup> grade education. The state has the fastest growing elder population in the country—nearly 1 out of 4 people in Florida is an elder, and many turn to their library as a free source of information and recreation. Florida's communities throughout the state are welcoming new immigrants into their midst. There are more than 2.6 million Hispanics in Florida, a million more than in 1990, and many cities with residents from various other cultures.

- According to the Kids Count Data Book 2002, there are 3,646,340 children 18 and under in Florida. This is an increase of 27 percent from 1990. Of this, 96,227 are birth through four years of age. There are 1,465,088 elementary school age children (ages 5-11) and 1,235,429 teens aged 12-17 years of age. The largest population growth came in

the children of middle school age, ages 12 through 14. There are 183,864 children in that age range, a growth of 42 percent since 1990. Each of these very distinct groups have different educational, recreational, and social needs, and libraries must respond to those needs with age and developmentally appropriate programs, materials, and services. While the majority of these children and teens are enrolled in public and private schools, an ever-increasing number are enrolled in charter schools or are home schooled. Programs and services should also be available for members of this population whose primary language is not English or have special needs. To be able to reach youth of all ages, library staff must also work with parents and caregivers, the early care and education community, and other youth serving agencies.

- A common theme expressed through statewide focus groups and the statewide survey is the relationship of libraries with their local governments and community entities. It was expressed in this needs assessment that the Division should strive to ensure that local government sees the library as operating in partnership with other organizations and is not insular. Additionally, the Division should ensure that local governments understand the benefits they derive from library programs.

Participants also expressed concern that the present generation of Friends of the Library are well into their retirement and thinking of moving on to other pursuits. The community that has grown up around them is of a different composition in many respects. The turnover among Friends groups is often high. The challenge over the next five years is to attract the next generation of Friends to the library with new ideas and fresh enthusiasm.

- Regional meeting participants discussed several different types of standards including minimum and accreditation standards, persuasive standards, library management standards, best practices, and other state/national/(international) standards.

There was general support for library standard setting that met the needs of a diverse range of Florida libraries. Participants expressed a need for standards designed by library administrators, endorsed by the Division, and used by local library administrators to obtain improved local funding and better managed libraries.

An annual satisfaction survey of consulting services consistently reinforces the high value customers place on the Division's consulting service. Liaison consulting services are provided to empower local libraries to provide outstanding service and to assist with special projects such as facilities planning and grant implementation. It is a priority of the Division to develop trusting relationships and strong lines of communications between local libraries and the Division.

**Outcome 1: Florida residents improve their knowledge and skills through targeted programs provided by libraries and library partners.**

**Activities include but are not limited to:**

1. Coordinate a statewide publicity campaign to recruit adult literacy volunteers. FY 2003-2006
2. Develop a program of service to provide technical assistance, training and support for adult and family literacy programs. FY 2003-2006
3. Develop and implement statewide program of service addressing the needs of elders. FY 2003 and 2005
4. Provide technical assistance and training to library staff on library services for the underserved. FY 2003-2006
5. Identify and establish ongoing partnerships with key statewide agencies and groups that work with low literacy and other special populations. FY 2004-2006

**Evaluation**

**Outputs**

- Number of staff development programs
- Number of individual staff attending programs
- Number of libraries with programs for underserved adult populations, such as low educated adults, elders, non-English speakers, migrants, etc.
- Number of libraries managing volunteer programs that provide trained volunteer tutors for adults
- Number of libraries providing support services for adult education programs, such as tutoring space, collections, training about library services, office space, information/referral services, etc.
- Number of literacy tutors in libraries
- Number of grants provided for underserved populations

**Outcome Indicators and Source/Methods**

Number and percent of adults who improve their literacy skills.

LSTA and Florida Library Literacy Grant annual reports submitted by subgrantees.

Number and percent of libraries increasing the number of literacy tutors that have the skills to use technology to instruct adult learners.

LSTA annual reports submitted by sub-grantees.

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



**Activities include but are not limited to:**

1. Establish partnerships with public and private agencies where youth development is a priority. FY 2003-ongoing
2. Provide guidance and training for public libraries to implement programs targeting newborns and the importance of reading to young children. FY 2003-ongoing
3. Coordinate Florida Library Youth Program. FY 2003-ongoing
4. Implement statewide children and teen services programs and provide technical assistance for those programs. FY 2003-ongoing

**Evaluation:**

**Outputs:**

- Number of staff development programs
- Number of individual staff attending programs
- Number of libraries participating in Florida Library Youth Programs
- Number of people participating in Florida Library Youth Programs
- Number of local libraries with programs targeting newborns and the importance of reading to young children
- Number of people participating in programs targeting newborns and the importance of reading to young children
- Number of grants provided for youth services programs
- Number of youth programs conducted by public libraries
- Number of people attending youth programs conducted by public libraries

**Outcome Indicators and Source/Methods:**

Number and percent of people attending staff development and training programs who indicate they are better able to provide age and developmentally appropriate services to youth of various ages.

Number and percent of workshop participants from outside agencies who respond that the workshops have improved their knowledge of library services offered.

Workshop evaluations completed by participants, collected and compiled by Division staff. (for both outcomes)

**Outcome 3: The general public, local government, and businesses are informed about the values and services of their library.**

**Activities include but are not limited to:**

1. Continue investigation of economic benefits of public libraries. FY 2003-2004

2. Develop public relations and marketing programs that communicate the value of libraries and library services in the state. FY 2003-ongoing
3. Provide information and technical assistance about policy issues and development of libraries to boards, friends and local government officials. FY 2003-ongoing
4. Provide training and continuing education for library supporters, stakeholders, and Friends and Trustees. FY 2003-ongoing

**Evaluation:**

**Outputs:**

- Number of programs conducted on value of libraries
- Number of individuals attending programs

**Outcome Indicators and Source/Methods:**

Number and percent of workshop participants who respond that they have increased knowledge of the value and benefits of public libraries

Workshop evaluations completed by participants, collected and compiled by Division staff.

**Outcome 4 Florida libraries have support for ongoing development and excellence.**

**Activities include but are not limited to:**

1. Update standards for public library services in partnership with Florida Library Association. FY 2003-2004
2. Provide technical assistance and consulting services to public libraries to encourage and communicate best practices. FY 2003-ongoing
3. Provide timely information on library issues/trends and legislative issues, and value of libraries. FY 2003-ongoing
4. Conduct a needs assessment and provide assistance to local governments and libraries on facilities planning and library construction. FY 2003-ongoing
5. Provide assistance in evaluation of library services and programs and report accurate, timely, and user-friendly data. FY 2003-ongoing
6. Assist local libraries in securing the benefits of state and federal telecommunications support programs such as the E-Rate. FY 2003-ongoing
7. Investigate options in teleconferencing and webcasting for statewide workshops, piloting such programs if feasible. FY 2004-ongoing
8. Retool the Bureau of Library Development web site to push out relevant information to the library community. FY 2003-ongoing

**Evaluation:****Outputs:**

- Number of planned consulting visits (including a minimum of one visit per year along with as needed contacts)
- Number of training sessions
- Number of participants in training sessions
- Number of technical assistance requests answered by program specialists
- Number of presentations to boards, friends and trustees or library supporters
- Number of times Division web site accessed

**Outcome Indicators and Source/Method:**

Number and percent of library administrators who indicate improvement in services due to consulting services provided by the Division.

Annual survey on consulting services conducted by the Division.

**Stakeholder Involvement:**

This plan recognizes that some programs require an intensive level of collaboration. The Division continues to foster close relationships with: Workforce Division of the Florida Department of Education, the Florida Literacy Coalition, and Florida's Adult Literacy Centers. During the life of this plan, connections will be made with the Department of Elder Affairs, the Agency for Health Care Administration and other state groups interested in health literacy. Efforts will be made to reach out to those groups working with the Hispanic community and Florida's new immigrant populations.

Other partners will include library and information schools; academic, school and private libraries; local government agencies, regional, and national organizations. Youth serving library staff involved in planning statewide youth programs and projects and FLA Friends and Trustees Caucus, Friends of the Library groups in local libraries, local government officials, and library supporters are also stakeholders

**Communication:**

Statewide communication of best practices.

Statewide campaign on recruitment of next generation of Friends groups and volunteers.

### Goal 3: Librarians Are Well Positioned for Leadership in the 21<sup>st</sup> Century

#### Context/Need:

- Addressing personnel issues was a high priority for most of the participants interviewed during the needs assessment. Nearly every library system reported that they had positions open at every level that they could not fill, let alone obtain the highest quality staff. Issues mentioned include: recruiting and retaining qualified staff to fill jobs with changing requirements, little continuing education opportunities in less secure and less attractive working conditions, and lower salaries when compared to peer organizations. One respondent to the needs assessment said, "We are asking staff to know and do more and change what they do more frequently without a change in pay or much continuing education." There was general agreement that personnel problems were at a crisis stage or would be at crisis stage over the next five years in many parts of the state. Positions specified as being difficult to fill are library directors, senior managers and youth services librarians.
- There was general recognition that continuing education (CE) at all levels of the organization, at all types of libraries, and with multiple partners, will be essential over the next five years. Library managers identified a range of constraining factors that must be addressed when planning for the continuing education efforts over the next five years, including:
  - Not a local priority among elected officials: Continuing education is presently given low or no priority by local elected officials and funders despite its high priority among library managers. As one cooperative manager summarized, "There is no money in local budgets for training. The only way county officials will pay for training is if it is part of the membership fee."
  - Difficult to get away: Librarians at small or rural libraries, special libraries, school libraries, and branch public libraries all report difficulties getting away (even when they are willing to pay). In some cases, the library must close when someone goes for training. Unlike public schools that schedule district wide continuing education days, libraries, so far, are unwilling to close for continuing education purposes. In many cases, CE costs are not subsidized (including travel costs, tuition, hotel, and meals).
  - Distance from training site: Sites where continuing education is offered remain too distant for many rural librarians and staff in the state.
  - Catch up is difficult: One librarian interviewed reported reading in a business weekly that, "Staff in the top companies in business average 400 hours of training per year." She went on to say, "I would be thrilled to give my staff forty meaningful hours a year. What we do to ourselves is terrible."
  - Continuing education role of the multitype library cooperatives and the Division: Most believed that every organization feels "stretched" to meet demand for staff continuing education. It would be a mistake to believe that one external partner, be it system, cooperative, state level

or private company could, by themselves, meet the demand in this area. Cooperatives have played and will continue to play an important, indeed central, continuing education role. Cooperatives are "close to the action." They can poll their members' needs and deliver continuing education closer to where librarians work.

### **LSTA Purposes of Goal 3**

1. Expanding services for lifelong learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages;
2. Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks;
3. Providing electronic and other linkages among and between all types of libraries;
4. Developing public and private partnerships with other agencies and community-based organizations;
5. Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills; and
6. Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below poverty level (as defined by the Office of Management and Budget and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S. C.9902(2) applicable to a family of the size involved.)

### **Outcome 1: Libraries use the services of a statewide recruitment and awareness program to address needs for staffing.**

#### **Activities include but are not limited to:**

1. Establish professional resource file of job descriptions and salary data. FY 2003
2. Establish partnership and explore cooperative program with Florida's library and information schools along with state and local initiatives. FY 2003-ongoing
3. Explore partnerships with national initiatives on librarian and library staff recruitment and training. FY 2003-ongoing
4. Develop recruitment web site to include job openings and resume bank. FY 2003
5. Launch statewide public relations campaign to provide information on the library profession and encourage entry into the field. FY 2004
6. Provide funding to support library education. FY 2004

## **Evaluation**

### **Outputs**

- Number of hits on recruitment web site
- Number of requests for information from the professional resource file
- Number of grants provided for library education

### **Outcome Indicators and Sources/Methods**

Number and percent of library administrators who indicate that human resource information and services provided by the Division have resulted in improved ability to provide library service to the public.

Survey of library administration in FY 2004.

## **Outcome 2: Libraries have well trained staff to provide exceptional service to the public.**

1. Partner with libraries and multitype library cooperatives to develop leadership program. FY 2004-ongoing
2. Work with multitype library cooperatives to coordinate training for library staff. FY 2003-ongoing

### **Evaluation:**

#### **Outputs:**

- Number of staff participating in leadership training or programs
- Number of leadership programs
- Number of staff trained
- Number of leadership training sessions

#### **Outcome Indicators and Source/Method:**

Number and percent of library staff who indicate increased ability to provide library service or perform staff functions due to training provided and evaluation forms for training sessions conducted by Division staff.

Survey of library staff and training evaluation forms.

### **Stakeholder Involvement:**

Coordination with library administrators, local government, Florida's Library and Information Schools, and multitype library cooperatives.

### **Communication:**

Statewide public relations campaign on the library profession.

## **Strategic Plan Evaluation:**

The State Library Administrative Agency will evaluate the Five-Year Plan in several ways.

### **Five-Year Plan Evaluation**

The Division will submit to the Institute of Museum and Library Services (IMLS) an evaluation report of the Five-Year Plan before the end the Plan period, as stipulated in the LSTA State Grant Application Guidelines for Five-Year State Plan, Fiscal Years 2003-2007.

### **Annual Review of Progress for the Five-Year Plan**

The Division will review the strategic plan annually to see what progress has been achieved. Staff from the State and Federal Grants Office and the Research Unit will coordinate this review and set up a mechanism to track activities. After completing the two annual reviews of the Plan outlined above, the Division may request to revise the Plan. The Division understands that the "revision is due not later than April 1 of the fiscal year preceding the fiscal year for which the amendment shall be effective."

In addition, the Division will submit the Annual Report to IMLS as outlined in the Other Statutory and Administrative Requirements of the LSTA State Grant Application Guidelines for Five-Year State Plan, Fiscal Years 2003-2007. This report will demonstrate the progress of meeting the Goals and Outcomes of the Five-Year Plan. In the Annual Report, projects will be identified as Exemplary Projects. The guidelines used to identify these projects are found at the following web site: <http://dlis.dos.state.fl.us/bld/grants/Lsta/LSTA.html> at the link entitled Exemplary Project Recognition Program guidelines.