

LEAD...

DEVELOP...

INNOVATE...

**State Library and Archives of Florida
2008 -2012 Strategic Plan**

*September 2007
Revised April 2009*

~ Introduction ~

The State Library and Archives of Florida embarked on a process of strategic long-range planning in 2006. The process was designed to guide the development of (a) a new and unified strategic plan for the entire State Library and Archives; (b) an ongoing process for thinking and planning strategically; and (c) an implementation strategy that would be integrated throughout the agency and a new Library Services and Technology Act Plan.

The planning process design was based on an approach that guided decisions about strategy and involved developing a comprehensive strategic direction based on the balance between what must not change – the timeless principles of the Division’s core purpose and core values, and what future vision must stimulate change.

Multiple approaches were used to assess Floridians’ needs for library and information services. Participant evaluations from programs conducted by the State Library and Archives and subgrantee agencies were also used to identify needs, and will be used in the future to update Florida’s needs for access to information resources. Data sources used to document need include a study of the Florida Electronic Library and a stakeholder-based strategic planning study.

The State Library and Archives contracted with Tecker Consultants to conduct a needs assessment that would serve as the basis for future strategic planning documents. A task force of representative stakeholders was formed to assist in development of goals and objectives. Qualitative and quantitative research was conducted with stakeholder groups between October 2006 and April 2007 to gather broad input and encourage dialogue about the State Library and Archives’ future programs and services.

The research results represent several hundred participants identified as important stakeholders affected by the future direction of the Division. Their contributions led to identification of a number of trends and needs used to inform this plan. Trends and priorities identified as needs by stakeholders are included as Appendix 1. Annual reviews of these needs will help ensure the plan’s ongoing relevance.

~ Core Ideology & Envisioned Future ~

Core Purpose

To provide trusted leadership and service to advance and promote equal and readily available access to information and to preserve the heritage of Florida for the benefit of its people.

Core Organizational Values

- Visionary, innovative, and collaborative leadership
- Integrity and high ethical standards
- User-centered service
- Fair and equal access to information
- Preservation of knowledge and documentary heritage
- Reading and lifelong learning

Vision

To be recognized as the most visible, responsive, and collaborative leader through providing relevant services.

Vivid Description of a Desired Future

The Public

The users receive the Division's services whenever and however they want to receive them. The people of Florida understand the value of the Division and advocate for the necessary funding to meet the state's growing information and document retrieval needs.

Florida's libraries, archives, and records programs are adequately funded, use the latest technology, and have up-to-date facilities as a result of the Division's leadership. They serve the diverse needs of the public, creating lifelong learners, and provide equal access to information and services.

The Division constantly seeks opportunities to create faster, better, and more relevant services. The Division promotes study, scholarship, and learning through the use of advanced technology and state-of-the-art facilities.

The information needs of all users are met through a central system for government information. Archival collections are digitized for immediate access to content. Public records programs are expanded to include long-term preservation of electronic information.

The State of Florida

The Division's staff members are proactive leaders. They are known for providing exemplary service and collaborating with other government agencies and outside organizations.

The Nation

The Division is known for leading the nation in document and historical record preservation, records and information management, and library services. It is recognized for continuous experimentation and innovation.

~ Goals & Objectives ~

Goal: Leadership

The Division is recognized as providing strong leadership in advancing and promoting libraries, archives, and records management.

Objective (1): Align the Division's staff to its operational mandates and strategic direction.

Strategies:

1. Conduct an assessment of the current staffing structure to identify needs.
2. Implement recommendations of needs assessment.

Objective (2): Enhance leadership skills both internally and externally.

Strategies:

1. Create a structure to bring together the Division's staff leadership.
2. Continue and expand leadership programs.
3. Develop visionary and forecasting skills within the organization.
4. Create opportunities to support staff involvement in professional organizations.
5. Create succession strategies to fill positions left by retiring workers.
6. Create opportunities to recruit and train a diverse workforce.

Objective (3): Develop strategic relationships and partnerships.

Strategies:

1. Create a proactive plan to develop and maintain strategic relationships with external stakeholder groups at the local, state, and national level.

Objective (4): Shape public policy on issues related to libraries, archives, and records management.

Strategies:

1. Develop a plan to identify, prioritize, and shape critical issues related to libraries, archives, and records management.
2. Develop a plan to increase and enhance the network of grassroots supporters and advisory boards.

Goal: Services

The Division is innovative and responsive in providing services that meet user needs.

Objective (1): Enhance and increase services through innovative technology to connect users to information.

Strategies:

1. Plan, enhance, and/or sustain:
 - a. The Florida Electronic Library (FEL)
 - b. Florida Memory Project
 - c. Florida Rules
 - d. Data and grants management
 - e. Library and archives catalogs
 - f. Records management system
 - g. Online reference services
2. Develop a plan to create a robust technology infrastructure to provide Floridians the information they need to fully participate in all levels of government.

Objective (2): Enhance and increase support to government organizations (state and local) through information services.

Strategies:

1. Define role in coordinating e-government services.
2. Expand the services provided to state government agencies and the legislature.
3. Define role in coordinating disaster and recovery services.

Objective (3): Develop and enhance services in Florida libraries.

Strategies:

1. Continue to enhance the library grant program.
2. Encourage and coordinate reading programs.
3. Develop a plan to encourage resource sharing among Florida libraries.
4. Model and encourage the development of web 2.0 services.
5. Encourage a robust technology environment for delivering library services.
6. Coordinate and support the maintenance of the statewide database of library materials.

Objective (4): Enhance the quality of information resources through proactive collection development and management.

Strategies:

1. Develop a cooperative and coordinated collection plan among archival programs.
2. Develop a cooperative and coordinated collection plan for the State Library, state agency libraries, and state depository libraries.

Objective (5): Enhance and improve the Division's facilities in support of library, archives, and records programs.

Strategies:

1. Create long-term growth plan to accommodate the Division's future needs.
2. Maintain existing facilities in support of current activities.

Goal: Communications and Marketing

The Division's services and programs are known and understood by Floridians.

Objective (1): Target market the Division's programs and services.

Strategies:

1. Identify programs and services.
2. Identify target markets (groups).
3. Identify and create marketing opportunities.

Objective (2): Increase the Division's technology capability in support of marketing and communications.

Strategies:

1. Enhance current web presence.
2. Investigate new and future technologies.

Objective (3): Increase the public's understanding of the value of libraries, archives, and records management.

Strategies:

1. Conduct evaluation activities on library services in Florida.
2. Update the Return on Investment Study.

APPENDICES

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Appendix 1

Assumptions About the Future

Qualitative and quantitative research was conducted with stakeholders between October 2006 and April 2007 to gather broad input and encourage dialogue about the State Library and Archives' future programs and services.

Key stakeholder groups included library directors, State Library and Archives employees, and users. Users included researchers, state government employees, local government employees, public school librarians, an attorney, document managers, record administrators, librarians, archivists, historians, and citizens.

Specific data gathering opportunities included:

- Qualitative focus sessions with library directors
- Dialogue sessions with staff of the Division
- Quantitative survey of members of friends of library groups, public library advisory boards, and library foundations
- Qualitative telephone interviews with users of programs and services and other stakeholders

The research results represent several hundred participants identified as important stakeholders affected by the future direction of the Division. Their contributions led to identification of a number of trends and needs used to inform this plan. Trends and priorities identified as needs by stakeholders are included below. Annual reviews of these needs will help ensure the plan's ongoing relevance.

Demographics and Social Values

People

- The population and the demographics of Florida's communities are aging, shifting, and living longer.
- The number of young people in Florida will increase and will be more technically savvy.
- A more youthful and diverse Hispanic population will continue to grow at a rapid pace.
- The gap between the "haves" and the "have-nots" will widen.
- Education levels in Florida will grow.
- The number of single parent homes will increase.
- The middle class population will decline and the working class population will grow.
- Population shifts will impact growth and resources.
- There will continue to be explosive growth in many Florida communities.
- There will be significantly more Spanish and Haitian speaking people in Florida.

Where people live

- Rural areas will continue to grow and become more “suburban.”
- Natural resources will continue to grow in importance in Florida.
- Urbanization will increase in Florida.
- Land values will continue to increase.

Services

- Seasonal use of services will continue to impact Florida.
- The Internet will increasingly be used for social networking.
- Household incomes will grow.
- The demand for instant gratification will increase.
- There will be an increase in the number of children and youth schooled at home.

Libraries, Archives, and Records

- Patrons’ expectations of libraries will continue to grow.
- The diversity of librarians will grow and some will desire to work part-time.
- The library patron’s expectation for free services will continue.
- Younger library staff will be more technically savvy.
- Library workers will desire more work and family balance.
- The diversity of library patrons will grow.
- The use of historical records and types of research will change.

Technology and Science

Changes and challenges

- It will become increasingly difficult to keep up with changing technology.
- As technology continues to evolve, it will be more difficult to decide when to convert systems and processes to new technologies.
- There will be increased demand for faster document retrieval.
- Information security issues will grow.
- The use of online payment systems will grow.
- Employees’ need to adapt to changing technologies will continue.
- Methods of communication will continue to change.
- Changing technologies will continue to make equipment obsolete.
- Communications will continue to be more instant.
- Healthcare concerns for the elderly will increase.
- Global manufacturing will continue to lower the cost for technology.
- The public will continue to expect more personalized Web-based services.
- The public will expect more remote access.
- There will be increased biometric identification.
- Electronic devices will continue to be smaller.
- Technology will cost less, but the amount of technology needed will increase.

Libraries, Archives, and Records

- The digitization of documents and historical records will be in greater demand.
- The use of audiobooks will increase.
- Technology will continue to provide new ways to distribute information.
- The demand for new technologies within libraries will increase.
- Information filtering will continue to be an issue.
- The demand for the dissemination of scientific information will grow.
- There will be an increase in e-literacy.
- The public will continue to need training on new technologies.
- Sources of information will continue to grow.
- There will be greater expectations for computer literacy and knowledge of online resources.
- More documents and historical records will be scanned and available online.
- The creation of historical records in electronic format will present new challenges for archivists in relation to preservation and access.
- The Internet will continue to provide public outreach opportunities for archives.

Competition and Structure Information

- There will continue to be an expectation that information is free.
- There will be an increasing demand for full-text access to journals and other information sources.
- There will be more online databases at schools.
- Access to the Internet in public spaces will continue to expand.
- Information will continue to be available from multiple inexpensive sources.
- The use of electronic books and historical records will grow.
- Electronic access to documents and historical records will make them more widely available.

Funding

- There will be increased competition with other county/local governments for funding.
- The pressure for libraries to generate more revenue will increase.
- There will be more competition for tax revenue.
- There will be greater pressure to cut government budgets as the cost of doing business increases and the tax revenue is spread among more services.
- There will be a continued decrease in the value of government's services and role.

Libraries

- There will be a shortage of workers to fill positions of retiring librarians.
- The expectation for 24/7 library services will grow.
- There will be more libraries without traditional physical spaces.
- The need for more community space within libraries will increase.
- Bookstores with cafes will continue to compete with libraries.
- Library services will continue to expand beyond traditional circulation of materials.
- There will be increased remote delivery.
- Libraries will increasingly be used as "social service" agencies (i.e., e-government).

- There will be increased workload given the importance of retaining both paper and electronic records.

Global Business Climate and Economics

People

- In general, salaries will not keep up with inflation, causing increased job stress.
- There will be increased retirements from the workforce.
- Joblessness will grow for the unskilled.
- Companies will increasingly seek employees globally.
- Illegal immigration will continue.

Business

- E-commerce will increase as a primary means to sell and buy products and services.
- Outsourcing costs for security will increase.
- Real estate assessments in Florida will plateau and continue to increase, but at a slower pace.
- Companies will increasingly grow their businesses outside of U.S. borders.
- Foreign companies will increasingly want to do business in Florida.
- Florida's impact on the global economy and the global economy's impact on Florida will continue to grow.
- Florida's economic growth will continue to stretch infrastructure resources and services.
- Natural disasters will continue to impact business growth.

Funding

- There will be an increasing demand by the public and decision-makers to measure return on investment.
- There will be continued demand for fiscal responsibility and cost avoidance measures.
- The need for private sector funding will grow.
- The costs for disaster preparedness will increase.

Information

- There will be increased demand for databases serving business needs.
- The public will increasingly use the library to establish and maintain small businesses.

Legislation, Regulation, and the Political Environment

Legislation and Regulation

- Tax sources will change.
- There will be more accountability by legislators for funding.
- There will be an increasing need for “political will” to monitor regulations for information services.
- The regulations impacting the saving, storage, and retrieval of documents will continue to change.

Political Environment

- The federal and state governments will require libraries to provide more services.
- There will be increased pressure to push government services to the local level.
- Issues relating to privacy and individual rights will continue.
- Taxes reduced by portability and changes in the Homestead Exemption will affect future library budgets.
- The changing political environment will make future budget allocations uncertain.
- More government agencies will close, driving services to the library.
- There will be an increased need for communicating with government entities.
- The competition for government monetary support will require libraries and archives to continue to prove the value of the services, collections, and trained staff.

Appendix 2

State Library and Archives of Florida 2007 Strategic Planning Committee

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State Library and Archives of Florida

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Ms. Mary Anne Hodel, Director
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Mr. Paul Meyer, Principal Partner
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Appendix 3

LEAD...

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**Florida's Library Services and Technology Act Plan
2008-2012**

Revised April 2009

**Florida Department of State
Division of Library and Information Services**

Introduction

Millions of Floridians use the state's public libraries every year to serve their information, education, business, and recreation needs. People's access to these resources directly affects their individual quality of life and the vitality of their communities. In this plan, the Florida Division of Library and Information Services (also known as the Division, DLIS, or the State Library and Archives of Florida) devises a strategy for the continued expansion and improvement of the state's library services over the next five years.

The Division has statutory responsibility for the state's public libraries and multitype library cooperatives. However, its library development program is based on the principle that the growth and development of any individual public library depends on the overall development of the larger library community in which it exists. The Division is committed to being an advocate for all types of libraries, helping them coordinate information and resources statewide to provide the people of Florida with the highest quality service.

This new plan expands on the Division's previous strategic plan, *Gateway to Information through Florida Libraries*, which charted the course for the state's library community from 2003 to 2007. In this new 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. The valuable input received throughout the planning process has resulted in the creation of a plan focused on the continued improvement of library and information services for Florida's citizens.

Lead...Develop...Innovate... serves as the State Plan that the Division will submit to the Institute of Museum and Library Services for the Library Services and Technology Act. The two goals and twelve outcomes outlined in this plan all respond to one or more of the six primary goals of the LSTA program:

- (1) expanding services for 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 between and among 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 individuals 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 line as defined by the Office of Management

and Budget and revised annually in accordance with 42 USC Sec. 9902 (2) applicable to a family of the size involved.

Library Services and Technology Act funds support a variety of projects in Florida, helping libraries offer programs and services that impact their communities in significant ways. It is important to note, however, that public library service in Florida is supported principally by local funds (over 89 percent in FY 2005/2006) that provide the basic foundation of service to which state and federal aid contribute.

Mission, Purpose, and Vision

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 levels. 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.

The Division also provides services to multitype library cooperatives and academic, special, and school libraries as they relate to interlibrary cooperation, resource sharing, and networking.

The core purpose of the Division is to provide trusted leadership and service to advance and promote equal and readily available access to information, and to preserve the heritage of Florida for the benefit of its people.

The Division is guided by the following organizational values:

- Visionary, innovative, and collaborative leadership
- Integrity and high ethical standards
- User-centered service
- Fair and equal access to information
- Preservation of knowledge and documentary heritage
- Reading and lifelong learning

The Division's vision is to be recognized as the most visible, responsive, and collaborative leader by providing relevant services.

Needs Assessment and Methodology

This strategic plan for the development of libraries in Florida is a vision of the future. 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 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, so that the whole is more than the sum of its parts. As libraries grapple with myriad choices and opportunities for providing services and maintaining high quality staff, a strategic plan is essential.

Data Collection

Multiple approaches were used to assess Floridians' needs for library and information services. Participant evaluations from programs conducted by the Division and subgrantee agencies were also used to identify needs, and will be used in the future to update Florida's needs for access to information resources. Data sources used to document need include a study of the Florida Electronic Library and a stakeholder-based strategic planning study.

Agency-wide Strategic Planning

The Division contracted with Tecker Consultants to conduct a needs assessment that would serve as the basis for future strategic planning documents. To gather broad input and encourage dialogue about the Division's future programs and services, qualitative and quantitative research was conducted with stakeholder groups between October 2006 and April 2007. Key stakeholder groups included library directors, Division employees, and users. Users represented included researchers, state government employees, local government employees, public school librarians, an attorney, document managers, record administrators, librarians, archivists, historians, and citizens.

Specific data gathering opportunities included:

- Qualitative focus sessions with library directors
- Dialogue sessions with staff of the Division
- Quantitative survey of members of friends of library groups, public library advisory boards, and library foundations
- Qualitative telephone interviews with users of programs and services and other stakeholders

The research results represent several hundred participants identified as important stakeholders affected by the future direction of the Division. Their contributions led to identification of a number of trends and needs used to inform this plan. Trends and priorities identified as needs by stakeholders are included as Appendices. Annual reviews of these needs will help ensure the plan's ongoing relevance.

Florida Electronic Library

In 2005, a usability study of the Florida Electronic Library was conducted by the Florida State University's Information Use Management and Policy Institute. Overall, study participants believed the Florida Electronic Library Web site is usable and useful for both experienced and casual/novice users. Participants generally rated the Florida Electronic Library Web site as better than average and felt that additional modifications within the Web site would further enhance the site for users.

In 2005, a Web-based survey was conducted on the *Ask a Librarian* statewide virtual reference service. Generally, respondents supported *Ask a Librarian*, provided insight on the value of the service, and gave examples of how the service is used.

In addition, the Division collected nearly 150 comments from attendees at the 2006 Florida Association for Media in Education conference. This organization includes individuals from the Florida Association of School Librarians, the Florida Audiovisual Association, and the Florida Association of Educational Television.

In 2008, with the assistance of RMG Consultants, the Division conducted a review of the Florida Electronic Library with the Florida Library Network Council. As a result of this review, the activities to implement Goal 1, Outcome 2 of this plan were updated to reflect the future direction of the program.

Emerging Trends

- Florida's population continues to grow and to become more diverse in ethnicity and age. Population growth is especially significant among children, the elderly, and those in poverty.
- All Floridians need access to information and educational resources. Florida's libraries need to expand and strengthen services despite limited local resources.
- Rapid changes in technology create opportunities and challenges in providing electronic linkages and access to information.
- Partnerships with public and private organizations are essential at the state and local levels to identify new ways to provide cost-effective access to information and government services.

Grant Program and Monitoring

The Division of Library and Information Services administers a competitive grant program for Library Services and Technology Act funds. Public, academic, school, and special libraries, and multitype library cooperatives are eligible to apply for grant funding. Libraries are encouraged to submit grants that foster experimentation, innovation, and partnerships in providing library service. In response to the review and assessment of the current program, the LSTA grant program will be revised to reflect the two goals of this plan.

In addition to the competitive grants, libraries of all types and all Floridians receive the benefit of LSTA funding through regional and statewide programs. The multitype library cooperatives provide bibliographic enhancement, resource sharing, and training to their member libraries with LSTA funds. All Floridians can participate in programs funded with statewide LSTA grants such as the Florida Library Youth Program and the Florida Electronic Library.

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 managing and meeting outcomes established for their projects and 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 grant recipient's experience in project management. Monitoring will be achieved through site visits, reports, interviews (on-site or off-site), and newspaper or other media accounts.

Stakeholder Involvement

The Division will involve one or more of the following external groups when making policy decisions regarding the development, implementation, and evaluation of the State Plan:

- State Library Council
- LSTA Advisory Council
- Library administrators of public, academic, special, and school libraries
- Task forces of stakeholder representatives to provide feedback for specific programs or analysis of program components such as the Leadership program and graduates of the Leadership Institute
- Library staff
- The Florida Library Network Council. This group is charged with facilitating interlibrary cooperation, network development planning, and advising the Division.
- Public library staff that serve targeted library users or programs such as youth or literacy
- Multitype library cooperative directors

Communication and Public Availability

Communications about the State Plan, as well as projects and programs funded with LSTA dollars, will be widespread. Outlets include but are not limited to the following:

- Division Web page and electronic newsletter
- Florida Library E-mail listserves (i.e., public library administrators, fl-lib list, and the Florida Library Association list)
- Personal contact by Division staff with library administrators

- Announcements of programs to library supporters
- E-mail and telephone contact with program participants by Division staff
- Staff contacts with stakeholders individually and in groups
- Articles in relevant publications
- Programs presented at meetings of professional organizations
- A public awareness campaign to promote the Florida Electronic Library and its components
- Division staff participation in regional and professional meetings

Evaluation

As listed on pages 18 - 28 of the plan, evaluation measures and methods (Outputs, Indicators & Sources/Methods) will be gathered annually for the activities. This data will be used at the end of the five-year period by the Division as one element to evaluate the success of the activities in meeting identified goals and outcomes in the plan.

SUMMARY OF GOALS

Goal 1: Services

Floridians receive information and innovative and responsive library services that meet their diverse geographic, cultural, and socioeconomic needs.

Outcome (1): Florida residents are served by libraries that possess enhanced and visionary leadership and understand the diverse cultures, socioeconomic backgrounds, and education levels in local communities.

Outcome (2): Florida residents have access to information and educational resources and services of the Florida Electronic Library.

Outcome (3): Florida residents benefit from electronic linkages and public and private partnerships that enhance and increase information services.

Outcome (4): Florida residents have enhanced access to information and services of all types of libraries.

Outcome (5): Children, teens, and their caregivers have library programs and services that are age and developmentally appropriate.

Outcome (6): Florida residents have programs that promote reading and related skills appropriate for an increasingly multicultural environment.

Outcome (7): Florida libraries have support for ongoing development and excellence to serve Florida's diverse populations.

Goal 2: Innovation and Collaboration

Floridians need viable libraries and archives with services and facilities that adapt to meet user needs and that reflect collaboration and innovation.

Outcome (1): Libraries will provide improved services through resource sharing and advanced technology made possible through Division modeling and encouragement.

Outcome (2): Libraries will benefit from strategic relationships and partnerships established by the Division.

Outcome (3): Libraries will provide all users access to information through electronic networks.

Goal 1: Services

Floridians receive information and innovative and responsive library services that meet their diverse geographic, cultural, and socioeconomic needs.

Outcome (1): Florida residents are served by libraries that possess enhanced and visionary leadership and understand the diverse cultures, socioeconomic backgrounds, and education levels in local communities.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Convene Florida Public Library Directors' Meeting to provide a forum for library leaders to discuss emerging trends, issues, and best practices that address LSTA priorities.	Annually 2008-2012	Number of participants	Number and percent of participants who indicate that attendance helps them provide improved services to their communities; participant evaluations
B. Orientation for new public library directors and assistant directors on LSTA-specific programs.	Annually 2008-2012	Number of participants	Number and percent of participants who indicate that attendance helps them provide improved services to their communities; participant evaluations
C. Continue the Sunshine State Library Leadership Institute program that addresses LSTA priorities.	Annually 2008-2012	Number of applicants; participants; and sessions	Number and percent of participants successfully completing leadership training and development; participant evaluations Number and percent of successful leadership programs; participant evaluations Number of strategies initiated to identify Institute candidates; survey of library directors on

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
			leadership identification procedures.

Outcome (2): Florida residents have access to information and educational resources and services of the Florida Electronic Library.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Evaluate current services of the Florida Electronic Library and identify additional services needed.	2008	Plan revision	Manager reports
B. Provide access to licensed electronic databases of interest to the greatest possible number of users.	Annually 2008-2012	Number of contracted databases; logins; items downloaded; staff trained on databases; times information accessed using FEL portal; virtual reference transactions; and training sessions	Number and percent of Web site users who indicate that they successfully located specific information; Web-based survey of users 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; participant evaluation
C. The Florida Electronic Library will use its Web presence to provide opportunities for development of online and virtual communities that foster and promote discussion and exchange of information and ideas, and that allow users to create and share information.		Number of users using communities	Use Web tools to gather and analyze user feedback
D. Conduct public awareness activities for targeted components of the Florida Electronic Library,	Annually 2008-2012		Evaluation of public awareness activities; public surveys

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
targeting niche markets. E. Conduct analysis of the <i>Ask a Librarian</i> service in terms of transaction and user assessment, location of users, and quality/impact of services.	Annually 2008-2012	Number of training sessions conducted; virtual reference transactions; and users of service	Number and percent of library staff trained who indicate increased ability in responding to virtual reference service queries; participant evaluation
F. Continue <i>Ask a Librarian</i> statewide virtual reference service.	Annually 2008-2012	Number of training sessions conducted; virtual reference transactions; and users of service	Number and percent of library staff trained who indicate increased ability in responding to virtual reference service queries; participant evaluation
G. Develop new outcomes, activities, outputs, and output indicators for each component of the Florida Electronic Library based on current and proposed future levels of development of each component.	Annually 2008-2012	Evaluation plan	
H. Create a standing Strategic Technology Planning Team responsible for understanding technology needs and opportunities, long range planning, and establishing goals and priorities.	Annually 2008-2012		
I. Create a dissemination plan to share results of evaluations.	Annually 2008-2012	Plan Number of publications or reports	
J. Support grants needed to assist functionality of the Florida Electronic Library.	Annually 2008-2012	Number of technology grants funded	
K. Support expansion and development of local library networks and increased numbers of public access computers.	Annually 2008-2012	Number of computers available in public libraries	Percent of library directors who report that the support given by the Division is good or excellent

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
L. Continue active partnership in the area of telecommunications and networking with the Florida Department of Education's Florida Information Resource Network and Office of Technology and Information Services, and Agency for Enterprise Information Technology.	Annually 2008-2012	Number of contacts made Topical areas examined or explored	
M. Provide or coordinate Web design and development and training for libraries.	Annually 2008-2012		
N. Implement a standards-based interlibrary loan management system that is ISO standards compatible with the portal and virtual union catalog.	Annually 2008-2012		
O. Provide physical and electronic delivery of materials.	Annually 2008-2012	Number of items delivered and participating library organizations Average delivery time	
P. Develop, promote, and support guidelines for digital content creation and access, based on national standards. Provide grant funding to support collections that are identified as priority.	Annually 2008-2012	Number of digitization projects implemented and pages/images digitized	
Q. Provide information or links to local, state, and federal government information through the Florida Electronic Library.	Annually 2008-2012		
R. Coordinate and support the maintenance and update of the statewide database of library materials.	Annually 2008-2012	Number of training sessions conducted; records loaded/updated; libraries with records in the union database; records in the union catalog; and	Number of participants who indicate increased ability and knowledge after training; multitype library cooperative training session

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
		interlibrary loan requests filled	evaluations
		Amount and number of grants awarded to support maintenance	

Outcome (3): Florida residents benefit from electronic linkages and public and private partnerships that enhance and increase information services.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Administer and enhance grant programs that meet state and federal requirements and are responsive to stakeholder needs. This includes, but is not limited to, revising program guidelines and streamlining grant applications.	Annually 2008-2012	Number of grant applications submitted Number of grant applications funded	Number and percent of library directors who indicate good or excellent support for grant programs; consultant services evaluation
B. Develop and implement online grant application and data collection tool.	Annually 2008-2012		
C. Develop and implement a planned approach to support public libraries in E-Government services including, but not limited to, initiation of contact and collaboration with state and federal agencies, coordination and collaboration on statewide training, providing grant funding, and identification of best practices.	Annually 2008-2012	Number of programs conducted on grant development, E-Government services, and the value of libraries	
D. Provide information, technical assistance, and consulting services to public libraries to encourage and communicate best practices related to LSTA priority programs.	Annually 2008-2012		
E. Provide opportunities to develop public and private partnerships with other agencies and community-based	Annually 2008-2012		

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
organizations.			
F. Develop strategies and initiate implementation of a statewide borrower's card.	2010-2012	Number of counties with statewide borrower's card	Number of public libraries that offer a library card at no charge to Florida residents outside of the library's legal service area

Outcome (4): Florida residents have enhanced access to information and services of all types of libraries.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Provide information services to clientele of the Division.	Annually 2008-2012	Number of ILL; items added to collections; circulations of materials; and number of reference questions	Number and percent of users indicating that they found or received the information they were seeking; evaluations
B. Develop a plan to create a robust technology infrastructure to allow Floridians to fully participate in all levels of government via informed input.	Annually 2009-2012		
C. Define role and coordinate disaster recovery services.	Annually 2009-2012		
D. Develop a cooperative and coordinated collection plan for State Library, state agency libraries, and state depository libraries.	Annually 2009-2012		

Outcome (5): Children, teens, and their caregivers have library programs and services that are age and developmentally appropriate.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Establish and maintain partnerships and collaboration with public and private agencies where youth development is a priority.	Annually 2008-2012		
B. Provide training and support for public library early literacy programs targeting newborns and young children.	Annually 2008-2012	Number of participants in early literacy programs and libraries with early literacy programs	
C. Coordinate the Florida Library Youth Program to promote learning and reading during summer and school vacations.	Annually 2008-2012	Number of staff development programs; staff attending programs; libraries participating; and participants	Number and percent of participants in staff development and training programs who indicate they are better able to provide age and developmentally appropriate services to youth of various ages; participant workshop evaluation Number and percent of workshop participants from outside agencies who respond that the workshops have improved their knowledge of library services offered; participant workshop evaluation
D. Develop a plan for implementation of a statewide program for serving children and teens year-round, and provide grants and technical assistance for those programs.	Annually 2008-2012	Strategic Plan Number of youth programs conducted by public libraries; participants in youth programs conducted by public libraries; and grants and total	

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
		amount of funds provided	

Outcome (6) Florida residents have programs that promote reading and related skills appropriate for an increasingly multicultural environment.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Provide technical assistance, training, and support for family literacy programs.	2008-2012	Number of people attending programs; libraries with programs for underserved adult populations (e.g., adults with low education, elders, non-English speakers, migrants) and grants provided for underserved populations	Number and percent of adults who improve their literacy skills; LSTA annual reports Number and percent of staff attending training who indicate that local services have improved due to training; participant evaluations
B. Plan and implement a statewide program of service addressing lifelong learning.	2008-2012	Strategic Plan Number of grants provided for underserved populations	
C. Support efforts of libraries to encourage library users and extend services beyond the traditional library walls.	2008-2012	Number of grants; trainings; and participants	

Outcome (7): Florida libraries have support for ongoing development and excellence to serve Florida's diverse populations.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Update and provide statistical baselines for public library service standards.	Annually 2008-2012		
B. Collect and report accurate, timely, and user-friendly library data.	Annually 2008-2012		
C. Create opportunities to help libraries promote reading, lifelong learning, information, technology literacy, and an expanded role in workforce and economic development.	2008-2012		
D. Update the return on investment study.	2010		

Goal 2: Innovation and Collaboration

Floridians need viable libraries and archives with services and facilities that adapt to meet user needs and that reflect collaboration and innovation.

Outcome (1): Libraries will provide improved services through resource sharing and advanced technology made possible through Division modeling and encouragement.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Create a forward thinking technology environment for the innovation and development of new technologies and services, including Web 2.0.	Annually 2008-2012	Number of trainings; participants; and grants funded	
B. Restructure Division's Web site to meet current and future information needs of users.	Annually 2008-2012	Number of Web hits	
C. Provide conferences and/or other venues for librarians on new and innovative technologies and library-based technology training.	Annually 2008-2012	Number of participants	Number and percent of attendees that report that the conference provided additional information to support the use of a new or innovative technology
D. Encourage libraries to deploy new technologies to provide users with needed information in appropriate formats.	Annually 2008-2012		
E. Establish a robust technology environment for the development of technology and new services through grants as appropriate.	Annually 2008-2012	Number of grants funded	
F. Assist local libraries in securing the benefits of state and federal telecommunications support programs such as E-Rate.	Annually 2008-2012	Number of libraries assisted Amount of funds awarded to Florida public libraries Technology plans approved	Number and percent of library directors that respond that assistance received from Division employees with technology is good or excellent; services evaluation; training session

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
		Number of training sessions and participants	evaluation
G. Pilot and begin implementing teleconferencing and webcasting for statewide workshops, meetings, or technical assistance.	Annually 2008-2012	Number of sessions and participants	
H. Develop a plan to create greater visibility on the Web including search engines, virtual communities, and social networking sites for the Division's programs and services.	2009		

Outcome (2): Libraries will benefit from strategic relationships and partnerships established by the Division.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Create a proactive plan to develop and maintain strategic relationships with external stakeholder groups.	Annually 2008-2012	Number of programs or events conducted or participated in on collaborative issues and new technologies and individuals attending programs	Number and percent of persons from support groups and partnering organizations to respond that they have increased knowledge of the value and benefit of libraries, archives, and records programs; training session evaluation forms Number and percent of Web site users who indicate that they successfully located specific information; Web-based user survey

Outcome (3): Libraries will provide all users access to information through electronic networks.

<u>Activities</u>	<u>Timeline</u>	<u>Outputs</u>	<u>Indicators & Sources/Methods</u>
A. Review Florida’s resource sharing program; identify priorities and components for future cooperative efforts and support, which includes revising the Florida Library Information Network policies and manual, maintaining and updating the statewide database of library holdings, and associated training through regional multitype library cooperatives.	Annually 2008-2012	Number of trainings and participants	

APPENDIX 4

FLORIDA'S DEMOGRAPHICS

Florida is one of the five most populous states in the nation, and was one of the top five states with population increases from 1994 to 2004. In 2005, the state's population was 17,918,227, which is a two million person (12.1 percent) increase over 2000 Census figures. Of Florida's population, 19 percent of residents are of Hispanic origin, 15.7 percent are African-American, 2 percent are Asian or Pacific Islanders, and 0.4 percent are Native American. Seventeen percent of Florida's population is foreign born, with most coming from Latin America.

By 2005, 25.4 percent of Florida residents ages five years or older spoke a language other than English at home. Of these, 45 percent or 1,857,069 persons speak English "less than very well" (2000 Census). Of those who speak a language other than English, 73 percent speak Spanish or Spanish Creole, and nearly 20 percent speak other Indo-European languages.

Florida's number of residents 65 years and older grew by 3 percent to 2,881,213. The elderly comprise 16.6 percent of the state's total population. The year 2000 marked the first year in the history of the U.S. Census that the number of U.S. residents 65 years and older did not grow faster than the total population. Yet, Florida is an aging state, with the nation's highest proportion of population 65 years and older. However, the state's youth population also continues to grow. From 2000 to 2005, Florida's population under age 18 grew by 10.9 percent to 4,042,432, or 22.5 percent of the state's population.

Florida's overall poverty rate increased 1.5 percent between 2000 and 2003, from 11.5 percent to 13 percent. The state's child poverty rate is 17 percent, which is the 25th highest in the nation. Despite the child poverty rate, the state's children have increasing access to technology; 66.1 percent of children in Florida aged 3-17 have home Internet access, and Florida is ranked 19th in home Internet penetration.

Florida's population of residents 25 and over is 11,850,782. Of these, 10 percent have a 9th to 12th grade education, but no diploma, while 5.4 percent have less than a 9th grade education. Twenty-five 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 1998. The most recent data on adult literacy is the result of *State of Literacy in America: Estimates at the Local, State, and National Levels*, a study conducted by the National Institute for Literacy in 1998.

APPENDIX 5

STATEWIDE PRIORITIES IDENTIFIED BY STAKEHOLDER GROUPS

From Research Conducted by Tecker Consultants, 2006-2007

From Telephone Interviewees

While most telephone interviewees were very satisfied with current services, this group identified two significant areas for increased emphasis by the Division:

- Increased access to information through the Web site
- Better communication with decision-makers and the public on services provided by the Division

From Library Directors

During the focus sessions, library directors articulated what they would like to see addressed in the plan. Issues identified by several groups include:

- Statewide marketing campaign
- State library card
- Support unique issues of small and rural libraries
- Increase state funding
- Provide more training opportunities
- Engage all types of libraries
- Coordinated advocacy effort

Library directors also identified priority issues they face in the next year:

Technology Issues

- Keeping up with technology
- Customer self service

Building/Space Issues

- Renovating buildings
- Building new space

Staffing Issues

- Finding professional staff and bilingual staff

Funding Issues

- Fundraising, including new funding sources
- Funding to implement self service, to grow services, and to meet expectations of multicultural/linguistics.

Services/Program Issues

- Expanding services to teens
- Focus on non-English speaking populations
- Marketing and promoting services

From members of Friends of Library Groups, Library Advisory Boards, and Library Users

During meetings with these groups held in November and December 2006, citizens were asked to identify on a quantitative survey those services currently provided by the Division that are most important to them and to their communities. The top six services identified as “most important” were:

- Florida Electronic Library (Online information resources, including databases and other reference materials)
- Services to Public Libraries (Grants, continuing education, library statistics, assistance with planning or technology)
- State Library of Florida (Collects, preserves, and makes available the published history of Florida)
- Youth Services (Promoting the love of reading in Florida's youth)
- Ask a Librarian (Online assistance from a librarian)
- Libraries and Literacy (Meeting the diverse adult and family literacy needs of Florida)