STRENGTHENING LIBRARIES AND SERVICES

Florida's Library Services and Technology Act Plan 2013 – 2017

Florida Department of State, Division of Library and Information Services

June 2012

Introduction

Much has changed in Florida and in Florida library service during the last five years. Most notably, the economy has had a profound impact on the needs of Floridians as they face an uncertain economic future. A second major change in the past five years is the explosive growth of technological innovations, which creates both opportunities and challenges. In this Plan, the Florida Division of Library and Information Services (Division or DLIS) outlines programs and strategies to help meet these and other needs of Florida residents.

The Division has statutory responsibility for giving aid to libraries of all types throughout Florida. 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. The Division is committed to supporting the development of all types of libraries and helping coordinate the delivery of resources and services to all of the people of Florida.

This plan has two goals and 10 outcomes that respond to an intensive needs assessment process involving both librarians and Florida residents, as well as an environmental scan. The goals and outcomes are designed to respond to one or more of the seven purposes of LSTA:

1) Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;

2) Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;

3) a) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;

4) Develop public and private partnerships with other agencies and community-based organizations;

5) Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;

6) Target 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 U.S.C. § 9902(2)) applicable to a family of the size involved;

7) Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks;

Mission

Florida Division of Library and Information Services promotes, enhances and provides library, records management and archival services, thereby ensuring access to information resources for individuals, agencies, libraries, educational institutions, and businesses.

Environmental Scan

Florida's People

Florida is the fourth most populous and the eighth most densely populated state. From 2000 to 2010, Florida's population grew by 17.6%, compared to an overall growth rate in the U.S. of 9.7%. Between 2010 and 2011, the U.S. Census Bureau estimated that Florida grew by 1.36% to a total population of 19,057,542.

According to the 2010 U.S. Census, Florida's Flagler County, which is about 60 miles away from the nearest major metropolitan area, Jacksonville, is one of the nation's fastest growing counties, along with Osceola County and St. Johns County. Again, according to the U.S. Census, Miami-Dade County, with a total population of 2,253,362, is the U.S.'s eighth largest county; Broward County is 18th. On the other end of the scale, Liberty County is home to only 7,021 residents.[1]

Based on the Census Bureau annual population projections[2], Florida, California and Texas will account for nearly one-half (46%) of total U.S. population growth between 2000 and 2030. Another Census Bureau report[3] released in 2008 showed that Florida is tied with California and Texas as states that attract the most immigrants from other states. About two-thirds of Florida's population was born in another state, the second highest percentage in the country.

Although Florida's growth stalled in the mid-2000s due to the Great Recession, Florida is predicated to grow rapidly again. Past rapid growth influences every aspect of Florida's society, from preschools to senior services and, of course, increases the demand for library services. Libraries have faced and will face increased demand for existing services and for expanded and new services to respond to Florida's changing community needs.

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[1] US Census Bureau. "Resident Population Estimates for the 100 Fastest Growing U.S. Counties with 10,000 or More Population in 2009: April 1, 2000 to July 1, 2009." www.census.gov/popest/data/counties/totals/2009/tables/CO-EST2009-08.csv

[2] Proximity Demographic Composition and Trends. "State Demographic Projections to 2030." http://proximityone.com/st0030.htm

[3] U.S. Census Bureau. "American Community Survey." www.census.gov/acs/www

Florida's Population by Age

Age	Florida	U.S.	Difference
Median Age	40.7	37.2	+3.5
Under 18	21.30%	24.00%	-2.70%
18 to 24	9.30%	9.90%	-.60%
25 to 44	25.10%	26.50%	-1.40%
45 to 64	27.00%	26.40%	-.60%
65 and over	17.30%	13.00%	+4.30%

Florida's proportion of those younger than 18, as well as those over 65, differs from other states. Florida's population is composed of fewer young people, but more people over 65, than in other states.

Older visitors from northern states and Canada who visit and stay in Florida each winter, typically called "snowbirds," are not included in these population figures. Accurate counts of how many snowbirds flock to Florida are not available. Stan Smith, director of Bureau of Economic and Business Research (BEBR) at the University of Florida, acknowledges that only "indirect techniques" exist to count the snowbirds.[4] In addition, the recent significant decline in housing prices is luring more snowbirds to Florida. Adding to the growth in these part-time residents is the aging of the U.S. population overall, as this demographic, called "baby-boomers," look to spend their retirement in warmer climates. A study of selected U.S. cities found that Tallahassee is the most desirable city for retiring baby-boomers because of its educational and recreational opportunities.[5] The impact of more part-time residents and an influx of full-time residents are documented in a recent study[6] that states that by 2030, in Highlands County, the average population age will increase to 61.5 years from 57.7; there will be 51,000 residents who are 65 or older. Studies in 2006 and 2007 by the BEBR concluded that temporary residents tend to be older, white and married.

In 2000, each of the 50 states had more people under 18 than 65 and older. In about half of the states, the ratio was more than two to one. By 2030 it is projected that in six states, this demographic proportion will remain with more than one in every four residents age 65 and older. These states include Florida, Wyoming, Maine, New Mexico, Montana and North Dakota.[7]

Florida's rapid population growth, including the growth in older adults, and seasonal population

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Smith, Stanley K. (June 1989) Toward a Methodology for Estimating Temporary Residents. *Journal of the American Statistical Association, Vol. 84, No. 406, pgs. 430-436.*
www.bebr.ufl.edu/sites/default/files/1989%20JASA%20(Temp%20Residents).pdf.
[5] Washington Economic Group, Inc. "Best Choice for Retiring Boomers: Head South – An Analysis of Select U.S. Cities." April 16, 2012.
[6] *Highlands Today*. "Senior Takeover." August 8, 2011.
[7] Proximity Demographic Composition and Trends. "State Demographic Projections to 2030."
http://proximityone.com/st0030.htm

swings create challenging conditions for Florida's libraries – from planning physical space to adopting appropriate service responses for an older population. Florida's population also has unique characteristics in diversity of background, education and ethnicity, which come with the rapidly changing population.

Florida's Population by Race and Ethnicity [8]

Race – Ethnicity	Florida	U.S.	Difference
Asian	2.40%	4.80%	-2.40%
Black	16.00%	12.60%	+3.40%
Hispanic or Latino	22.50%	16.30%	+6.20%
Two or more races	2.5%	2.90%	-.40%
White	75.00%	72.40%	+2.60%

Between 2000 and 2010, Florida's Hispanic population grew by 57%, more than half of the state's total growth. The Cuban origin population grew from 1.2 million in 2000 to 1.8 million in 2010 – an increase of 44%. Cubans made up approximately 4% of the total Hispanic population in both the 2000 and 2010 Censuses and were the largest Hispanic origin group in Florida in 2010 with a population of 1.2 million.[9]

The large amount of Hispanic residents in the state require that Florida's libraries offer resources, assistance and programs in Spanish, as 15% of those of Hispanic origin in Florida report[10] that only English is spoken at home, with 85% reporting that another language is spoken at home.

Economy

Although Florida's economy was hit hard by the 2008 economic downtown, it has recently shown signs of improvement. According to the Current Population Survey (CPS)[11], Florida's employment in December 2011 rose by 17,336 jobs. Employment in Florida reached a high of 8,726,270 in February 2007 and a low of 8,111,245 jobs in November 2009. Most of the new jobs were in the trade, transportation and utilities sectors.

This increase in jobs is reflected in a drop in the unemployment rate. In December 2011, unemployment rate for Florida was 9.9%, a 1.5% drop from its highest rate of 11.4 % in February 2010. Before 2007, Florida's lowest unemployment rate was 3.3% in August 2006.

[8] U.S. Census Bureau. "State and County QuickFacts." http://quickfacts.census.gov/qfd/states/12000.html
[9] U.S. Census Bureau. *2010 Census Briefs.* "The Hispanic Population: 2010." May 2011. www.census.gov/prod/cen2010/briefs/c2010br-04.pdf
[10] Pew Research Center. Pew Hispanic Center. "Demographic Profile of Hispanics in Florida, 2010." www.pewhispanic.org/states/state/fl.
[11] U.S. Census Bureau. "Current Population Survey (CPS)." www.census.gov/cps

Another recent indicator of Florida's improving job market, in a report released on March 5, 2012, [12] shows that the state's 24 regional workforce boards made more than 31,000 job placements in February 2012, including an increase in placements of job seekers who had been receiving unemployment compensation. Yet another indicator, home prices showed moderate gains in December 2011, increasing to an average of $134,300.[13]

Florida consumer confidence has stayed consistent over the last year, according to the BEBR's Survey Research Center. "From December 2010 to February 2011, the overall level of confidence went from 70 to 77, then 76, the same as this year. Consumers remained resilient in 2011, and an autumn pickup in the University of Florida's statewide confidence index is expected to continue into 2012."[14]

The consensus forecast about Florida's economy is guarded optimism, based in part on favorable indicators during 2011 and early 2012. Florida's Office of Economic and Demographic Research[15] expects per capita income to grow 1.5% statewide in 2012, thanks in part to a 3.4 % gain in overall wages. The University of Central Florida's Institute for Economic Competitiveness made the following predictions for Florida's economy in the next three years.[16]

- Unemployment will remain high and not fall below 10% until the fourth quarter of 2012. (Florida's rate fell to 9.9 % in December 2011.) The rate may slowly decrease as the economy slowly adds jobs.
- The strongest growth employment sectors until 2014 will be in Professional and Business services; Trade, Transportation and Utilities; Manufacturing; and Leisure and Hospitality.
- Housing starts will continue to stagnate. By 2014's fourth quarter, the annual rate of housing starts will be 100,000 fewer starts than at the housing boom's peak.
- By 2014, the population growth rate will continue to recover as the baby-boomer retirees relocate to Florida.

Poverty

The most recent Census Bureau Survey found that more than one in six Floridians lives in poverty, which is the highest rate in 10 years. According to the U.S. Department of

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[12] Workforce Florida, Inc. "Job Placement Report Shows Hiring Trend Continues." www.workforceflorida.com
[13]. University of Florida. Bureau of Economic and Business Research. "Florida Consumers Remain Mildly Optimistic." February 28, 2012. www.bebr.ufl.edu/news/optimism-over-florida-grows-voters-while-buying-prospects-remain-uncertain
[14] University of Florida. Bureau of Economic and Business Research. "Florida Consumers Remain Mildly Optimistic." February 28, 2012. www.bebr.ufl.edu/news/optimism-over-florida-grows-voters-while-buying-prospects-remain-uncertain
[15] Florida's Office of Economic and Demographic Research.
[16] UCF College of Business Administration. Institute for Economic Competitiveness. "Florida & Metro Forecast April 14, 2011." http://iec.ucf.edu/post/2011/04/14/Florida-Metro-Forecast-April-2011.aspx

Agriculture[17], Florida's overall poverty rate in 2010 was 16.5%; however, the rate in rural Florida is 20.2%. Furthermore, Florida's rate for children in poverty is 16th in the nation as 23.5% of Florida's children live in poverty.[18]

A report, released in February 2012,[19] stated that Florida ranks eighth highest in the number of respondents who answered yes to the question, "Have there been times in the past 12 months when you did not have enough money to buy food that you or your family needed?" Five out of the 25 top Metropolitan Statistical Areas reporting the most food hardship are in Florida – Orlando-Kissimmee; Lakeland-Winter Haven; Jacksonville; Miami-Fort Lauderdale-Pompano Beach; and Tampa-St. Petersburg-Clearwater.

Local Government Funding

Since the mid-2000s, Florida local governments have seen their revenues fall while demands for government services increased. Actions at the state level amplified the effects of the Great Recession on local governments. For example, the most recent legislature placed a measure on the November 2012 ballot that may lower property tax levies, which comprise the majority of local governments', and public libraries' revenue. In addition, in 2011, a Florida County Court found that state and local governments must pay back a 3% public employee's contribution to the Florida Retirement System. The judge ruled that this legislative action, which established this requirement without renegotiating employment contracts, was an unconstitutional taking of private property. In addition to that potential burden on local governments, the 2011 Legislature passed a bill to recover unpaid Medicaid bills from Florida's counties, which would be required to pay 85% of any disputed bills. These three statewide actions, in addition to the decreased valuation of property, jeopardize adequate funding for Florida's public libraries.

A recent report [20] examined trends in local government incomes from mid-1970s to the 2000s. This report found that,

> "In the 30-year period between 1976 and 2006, with only one exception in the early 1990s, revenues and spending increased for Florida's counties, accelerating during 2003-2006, the period of the greatest housing price boom. However, in 2007, the world changed, and Florida's counties began to feel the hardship of a substantial drop in revenues and spending – the likely result of the housing collapse and increased state restrictions on local revenues."

[17] U.S. Department of Agriculture. Economic Research Service. State Fact Sheets: Florida. www.ers.usda.gov/statefacts/FL.HTM.

[18] U.S. Census Bureau. "Income, Poverty, and Health Insurance Coverage in the United States: 2010." www.census.gov/prod/2011pubs/p60-239.pdf.

[19] FRAC Food Research & Action Center. "Food Hardship in America 2011." February 2012. http://frac.org/pdf/food_hardship_2011_report.pdf.

[20] The Florida State University. College of Social Sciences and Public Policy. "Tough Choices Facing Florida's Governments: The Double Whammy Facing Florida's Counties." August 2011. http://collinsinstitute.fsu.edu/content/new-report-august-2011-double-whammy-facing-floridas-counties

This study found what researchers called a "double whammy," where the combination of the economic downturn and state mandates hit Florida governments. Decreased property valuations drove down property tax collections between 2007, when collections were $517 per capita, to 2009, when collections were $475 per capita. Recent reports[21] confirm the persistence of this downward slide. The Florida Association of Counties found property taxes levied in 2011-2012 were 4.6% or $409 million less than the preceding years. Property taxes levied have reduced by 26% or $2.97 billion since 2006-2007[22].

Florida's public libraries have received fewer revenues from local tax revenues. Between 2005 and 2010, receipts only grew 4% or an increase of $1.15 per capita.

Local Revenue	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Total in Dollars	$460,257,234	$521,296,204	$590,685,773	$599,972,131	$571,184,848	$524,207,723
% Budget	89.29%	89.36%	90%	91%	86.04%	91.79%
Per Capita	$25.76	$28.45	$31.76	$31.53	$30.05	$26.91

Adult Literacy

Florida communities face demands from residents for help with basic literacy and English as a Second Language. In Florida, 14.7% of people aged 25 and older do not have a high school diploma.[23] In addition, 26.6% of Floridians speak a language other than English at home compared to 20.1% in the overall U.S.[24] The National Center for Education Statistics (NCES) [25] estimates that 20% of Florida citizens in 2003 lacked basic prose literacy skills, compared to an overall rate for the U.S. of 14.5%.

The Florida Literacy Coalition (FLC) is a statewide umbrella organization that supports 300 adult education and literacy providers. FLC also compiles statistics about literacy in Florida and a recent report[26] shows that the reporting 45 organizations offered ESL (English as a Second Language) GED (General Educational Development) programs to 20,683 participants, and that 71% of these programs have waiting lists. Eleven of these organizations are libraries, but many other Florida libraries are partners in local literacy efforts. Libraries that do not operate independent adult literacy programs or that are not partners with other community program providers, offer resources such as books and meeting spaces for teachers and students.

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[21] Florida Association of Counties. "2011 County Property Tax Summary: Preliminary." www.fl-counties.com/Pages/Advocacy/Hot_Topics/Property_Taxes.aspx

[22] Florida League of Cities. "City Fiscal Conditions in 2011." www.floridaleagueofcities.com/Assets/Files/NLCFiscalConditionsReport.pdf

[23] U.S. Census Bureau. "Educational Attainment: 2006 – 2010 American Community Survey." http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_10_5YR_S1501&prodType=table

[24] U.S. Census Bureau. State and County QuickFacts. http://quickfacts.census.gov/qfd/states/12000.html

[25] National Center for Education Statistics. "State and County Estimates of Low Literacy." http://nces.ed.gov/naal/estimates

[26] Florida Literacy Coalition. "Annual Statistical Report of Community-Based Literacy Organizations, FY 2011."

In addition to local literacy organizations in communities, the Florida Department of Education's Adult Education Program offers programs that help adults develop basic skills, through Adult Basic Education, Adult Secondary Education, and English for Speaker of Other Languages. Florida's 28 community colleges also offer GED training and Adult Basic education programs.[27]

Early Childhood Literacy

Many parents lack the skills or the time necessary to help their children get ready to succeed in school. Recent economic problems have placed more stress on many Florida families with children. According to the latest Florida's "Kids Count[28]," the following indicators demonstrate the problems that some of Florida's children face at home.

- Twelve percent of children have at least one unemployed parent.
- Ten percent of children have been affected by foreclose since 2007.
- The percent of children in poverty increased by 11% from 2000 to 2009.
- The percent of children in single-parent families increased 6% from 2000 to 2009.
- Florida ranked 36th of 50 states in children's health and well-being.

Florida has responded to these needs by offering programs to help preschool children become ready for school. The Voluntary Prekindergarten or VPK is a free, state-supported program for four year olds, which prepares children to be ready for school. Latest program reports[29] highlight the program's success.

> "Rate results announced more than 120,000 students entered kindergarten better prepared this year as a result of their participation in a VPK program. Based on the results, children who completed VPK last year performed better on key Kindergarten readiness measures than children who did not participate. Additionally, children who only attended a portion of a VPK program outperformed students who had no exposure to the program at all."

Head Start is another state and federal program dedicated to help children prepare for school. According to its website[30], in FY 2008, Florida's Head Start served 40,758 two to five years olds.

Libraries play an important role in developing early literacy skills. Besides the availability of books and other resource materials for children and their families, many Florida libraries offer programs for reading readiness. For example, the Miami Dade Public Library System offers an integrated program called "Reading Ready," designed to help families develop skills for babies, toddlers, and preschoolers. The Marion County Public Library System Public also offers a "Road

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[27] Florida Literacy Coalition. Florida's Adult and Family Literary Resource Center, 2007. "Florida Data and Statistics Reference Guide." http://floridaliteracy.org/about_literacy__facts_and_statistics__data.html

[28] Annie E. Casey. "Florida Kids Count." 2011. http://floridakidscount.fmhi.usf.edu/aboutUs/index.cfm

[29] Florida Department of Education. "Florida's VPK Students are Better Prepared for Success in Kindergarten." March 25, 2010. www.fldoe.org/news/2010/2010_03_25-2.asp

[30] Florida Head Start. www.floridaheadstart.org/about%20us.html

to Reading" preschool program. DLIS has awarded Library Services and Technology Act grants to libraries to establish reading readiness programs.

Florida's large and diverse population has multiple library service needs. From its growing population over 65+ to the challenges of supplementing adult and preschooler's literacy efforts, Florida's libraries are in a unique position to remain lynchpins in their community's web of services. These opportunities come with challenges as Florida's libraries face reduced budgets, while at the same time facing increased demands for current services and for developing new ones to respond to community needs. This plan is designed to help Florida's libraries meet these challenges.

Needs Assessment

In addition to the environmental scan, a needs assessment of library and community stakeholders was also conducted. As part of the development of the new Plan for 2013 – 2017, Nancy Bolt & Associates conducted the following activities:

- A program at the 2011 Annual Library Director's meeting to elicit Floridian needs and library responses for the next five years.
- A survey of the library community that asked respondents to identify major issues facing Florida's communities; 559 or 63% of those surveyed responded.
- Focus groups with librarians and community stakeholders with a total of 91 participants. These focus groups combined an evaluation of the current Plan and asked questions to elicit ideas for the new Plan. These sessions asked for:
    - o Community needs that libraries might address.
    - o Suggestions for the improvement of existing library programs.
    - o Suggestions for new library programs.
- Examined output and outcome data for existing programs to identify areas for improvement.
- Conducted four online focus groups to get reaction to a draft mission and goals, and outcome statements.

From all of these sources a number of trends emerged. These trends cross a range of topics, including:
- Continued expansion of library's role in E-Government services
- Technology
- Changing role of librarians and library facilities
- Staff training
- Collaboration
- Marketing and promotion of libraries
- Role of the Division

E-Government

The introduction of E-Government across a range of Florida social services has had a significant impact on Florida's public libraries. Public libraries reported that E-Government is changing the role of the public library in the community and the role of librarians. It is raising questions related to how library facilities are used, including expansion of computing facilities; child care while parents are applying for services; and providing space for client consultation with social service agency representatives. The technology required to support E-Government has stressed existing technology infrastructure from workstation availability to bandwidth availability. Participants felt that future success of E-Government depends on libraries, including the Division, developing and expanding partnerships with government and non-governmental organizations that provide social services. They recommended that the Division take a leadership role with state-level agencies; advocate and promote the role libraries can play; be involved in creation and dissemination of promotional materials that reference libraries; and promote funding of new initiatives libraries are asked to undertake. At the local level, libraries should work with local government and non-governmental organizations to develop partnerships that support E-Government initiatives.

Technology

Living and working in a digital environment requires technology. Libraries are no different. Technology supports the work of the library staff and library users. Computer labs, readers, and mobile devices are all commonplace tools. Libraries are challenged to have both a sufficient number of computers, and also by the continuous change in computing devices. Libraries and library conferences offer "petting zoos," sessions that provide training and allow experimentation with the diversity of digital devices owned by today's library users. In this environment libraries must have bandwidth to support all the digital activities that today's communities require.

Changing role of libraries/librarians: Librarians from all types of libraries acknowledge that their roles are changing. The digital library environment has changed the way users seek information and how libraries deliver it. "We see our library being 50% digital in five years," noted one public librarian. The development of digital libraries has changed the Florida library landscape. Books and periodicals are being removed from shelves as digital versions become available. Libraries must configure the newly found space, designing libraries that provide E-Government services, serve as a workplace for telecommuters and distance learners, and accommodate the ever-growing, technology-based environment.

Library users expect the library staff to assist them with the new technology that supports digital content, such as e-book readers and mobile applications. Librarians are seeing a shift in how users interact with the library. "We don't have visitors to our reference desk…" We need to "…work where our users are, and that's the Web."

Staff Training Issues

To effectively respond, the library must adopt a continuous learning mode driven largely by the new technology and by diverse ways that their users seek and make use of information. Florida librarians accept the new role, understanding that they must take advantage of continuing education and training opportunities to remain current.

Collaboration at local, regional, and state level: Librarians continue to support the importance of collaboration to meet user needs. Collaborations to meet future community needs must expand beyond the library community to include social service agencies and organizations, E-Government and business development programs, and other cultural heritage organizations.

Collaboration and partnerships need to be at all levels. Florida libraries need a framework for future collaboration involving library and non-library partners. The Division should be a leader in this effort.

Explaining the Role of Libraries in Society

Education on the role of Florida's libraries is critical as the role of libraries changes. The Division will continue to work with the library community on focused messages on the role of libraries within the parameters of IMLS guidelines. The Division's educational message needs to be conveyed through a diverse range of communication media, including social media (Facebook and Twitter) and traditional media (TV and radio).

The Division Role

Along with other libraries, the role of the Division and its Bureaus is also changing. Libraries view the Division as a leader, an organization that can monitor state, national and international events and translate the impact for the local library. The Division can also be an advocate for libraries, working across state government units and state-based organizations. The Division convenes groups to address issues key to libraries and their constituents.

Goals and Outcomes

Goal 1: Services: Floridians use information, and innovative and responsive services from all types of libraries and archives that meet their diverse geographic, cultural, and economic needs.

Outcome 1: Users access libraries that understand and respond positively to the diverse needs of different cultures, ages, abilities, socioeconomic backgrounds, and education levels.

Outcome 2: Users access desired information and educational resources and services in all available formats.

Outcome 3: Users, including children from birth through age 17, benefit from programs that promote reading and related skills.

Outcome 4: Users have 21st century information literacy and technology skills.

Goal 2: Strengthen Libraries: Floridians use viable libraries with services and facilities that adapt to meet user needs.

Outcome 5: Libraries will provide users improved services through resource sharing.

Outcome 6: Libraries will provide users access to resources to meet their needs through innovative use of technology.

Outcome 7: Library staff and stakeholders are trained and competent to meet current and future needs of library users with evolving services and resources.

Outcome 8: Libraries have a technology infrastructure that is flexible and innovative.

Outcome 9: Libraries have support for ongoing development to provide continually improved services.

Outcome 10: Libraries benefit from strategic relationships and partnerships with public and private entities to develop and implement innovative, responsive, and sustainable services.

Prioritization of Outcomes

IMLS asks that the Goals in a state agency's plan be prioritized. DLIS has identified only two broad goals with 10 outcomes under these two goals. DLIS prefers to prioritize Outcomes, rather than Goals. All 10 Outcomes are of high priority to accomplish in the next five years. However, various factors (for example, the need to do more extensive planning, more urgent needs in the near future, and staff workload) will govern the timing of implementation. DLIS' prioritization of the Outcomes will be based on these factors rather than the actual importance of one Outcome over another.

Outcome 1: Users access libraries that understand and respond positively to the diverse needs of different cultures, ages, abilities, socioeconomic backgrounds, and education levels. High/immediately

Outcome 2: Users access desired information and educational resources and services in all available formats. Low/within five years

Outcome 3: Users, including children from birth through age 17, benefit from programs that promote reading and related skills. High/Immediately

Outcome 4: Users have 21st century information literacy and technology skills. Medium/within first two years.

Outcome 5: Libraries will provide users improved services through resource sharing. High/Immediately

Outcome 6: Libraries will provide users access to resources to meet their needs through innovative use of technology. Medium/within first two years

Outcome 7: Library staff and stakeholders are trained and competent to meet current and future needs of library users with evolving services and resources. Medium/within first two years

Outcome 8: Libraries have a technology infrastructure that is flexible and innovative. Medium/within first two years

Outcome 9: Libraries have support for ongoing development to provide continually improved services. High/Immediately

Outcome 10: Libraries benefit from strategic relationships and partnerships with public and private entities to develop and implement innovative, responsive, and sustainable services. Low/within five years

Relationship of DLIS Goals and Outcomes to IMLS Goals and Needs Assessment

The table below shows the relationship between the Goals and Outcomes developed through the planning process and how they relate to IMLS Purposes, the needs identified in the Environmental Scan, and the Needs Assessment discussions with library and community stakeholders.

Relationship of DLIS Goals and Outcomes to IMLS Goals and Needs Assessment

DLIS Goals and Outcomes	IMLS Purposes	Environmental Scan	Needs Assessment
Goal 1: Services: Floridians use information, and innovative and	All LSTA purposes	All identified needs	All identified needs

responsive services from all types of libraries and archives that meet their diverse geographic, cultural, and economic needs.			
Outcome 1: Users access libraries that understand and respond positively to the diverse needs of different cultures, ages, abilities, socioeconomic backgrounds, and education levels.	LSTA purposes 1, 5 and 6	Florida's people Economy Poverty Local government funding Adult literacy Early childhood literacy	All identified needs
Outcome 2: Users access desired information and educational resources and services in all available formats.	LSTA purposes 1, 2, 3 and 4	Florida's people Poverty Local government funding Adult literacy Early childhood literacy	All identified needs
Outcome 3: Users, including children from birth through age 17, benefit from programs that promote reading and related skills.	LSTA purposes 1, 3, 4 and 6	Florida's people Poverty Adult literacy Early childhood literacy	Expansion of E-Government Changing role of librarians Staff training Collaboration Role of the Division
Outcome 4: Users have 21st century information literacy and technology skills.	LSTA purposes 1, 2, 4 and 7	Florida's people Poverty Adult literacy Early childhood literacy	All identified needs
Goal 2: Strengthen Libraries: Floridians use viable libraries with services and facilities that adapt to meet user needs.	All LSTA purposes	All identified needs	All identified needs
Outcome 5: Libraries will provide users improved services through resource sharing.	LSTA purposes 1, 2, 3, 4 and 7	Florida's people Economy	Expansion of E-Government Technology Changing role of librarians Collaboration Role of the Division
Outcome 6: Libraries will provide users	LSTA purposes 1, 2, 3, 4 and 7	Florida's people Economy	Technology Changing role of

access to resources to meet their needs through innovative use of technology.			librarians Staff training Collaboration Role of the Division
Outcome 7: Library staff and stakeholders are trained and competent to meet current and future needs of library users with evolving services and resources.	LSTA purposes 1, 2, 3, 5 and 6	Florida's people Economy Adult literacy Early childhood literacy	Technology Changing role of librarians Staff training Role of the Division
Outcome 8: Libraries have a technology infrastructure that is flexible and innovative.	LSTA purposes 1, 2, 3 and 7	Florida's people Economy Local government funding	Technology Staff training Role of the Division
Outcome 9: Libraries have support for ongoing development to provide continually improved services.	All LSTA purposes	All identified needs	All identified needs
Outcome 10: Libraries benefit from strategic relationships and partnerships with public and private entities to develop and implement innovative, responsive, and sustainable services.	LSTA purposes 1, 2, 4 and 7	All identified needs	Expansion of E-Government Changing role of librarians Collaboration Role of the Division

Division Activities, Output, Benefits, Time Frame and Evaluation

DLIS staff developed programs and procedures, targeted outputs and benefits, established timeframes, and suggested evaluation methodologies for all outcomes in the Plan. Some program activities meet more than one outcome. In these cases, the program detail has been included in the most relevant outcome to that activity with a reference to other outcomes that also are applicable. In the heading above each outcome, the potential target audiences and potential collaborative relationships have also been identified.

Goal 1: Services: Floridians use information, and innovative and responsive services from all types of libraries and archives that meet their diverse geographic, cultural, and socioeconomic needs.

Outcome 1: Users access libraries that understand and respond positively to the diverse needs of different cultures, ages, abilities, socioeconomic backgrounds, and education levels.

> Programs: Leadership Program including Florida Library Jobs, Sunshine State Library Leadership Institute, Public Library Directors' Meeting, Annual Public Library Director's Orientation.
> E-Government activities detailed under Outcome 4 also contribute to this outcome.
> Continuing Education activities detailed under Outcome 7 also contribute this outcome.
> Target Audience: Public library directors, Florida librarians seeking jobs, potential library leaders in Florida

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Public Library Directors' Meeting	Library Capacity Building	90% of participants will have implemented and institutionalized one or more ideas gleaned at the meeting either from DLIS staff, guest presenters and/or fellow participants in order to improve library operations and management.	Annual	Survey
Orientation for New Public Library Directors	Library Capacity Building	95% of new Public Library Directors will attend orientation.	Annual	Survey
Sunshine State Library Leadership Institute	Library Capacity Building	95% of participants will complete Institute requirements. 90% of the graduates will demonstrate an increase in leadership competencies. 50% of the graduates will have applied for and received a promotion; local, state, or national recognition, provided a conference presentation or published an article in a professional publication.	Annual	Survey and Reporting
Florida Library Jobs	Library Capacity Building	25% increase in the number of resumes and	Ongoing	Web Statistics

Division Activity	Focal Area	Evaluation	Time Frame	Measure
		job advertisements viewed on website. 80% of job applicants surveyed indicate that they found employment opportunities using Florida Library Jobs.		and Surveys
Library Leaders Academy	Library Capacity Building Civic Engagement	50% of attendees report they gained knowledge about programs and services that serve their diverse populations. 25% of attendees report adding a service addressing diverse populations and cultures, socioeconomic backgrounds, and education levels.	2013, 2014 and 2016	Survey at 1 month and after 6 months.
E-Government activities detailed under Outcome 4 also contribute to this Outcome.				
Continuing education activities detailed under Outcome 7 also contribute to this Outcome.				

Outcome 2: Users access information and educational resources and services in all available formats.

        <u>Programs:</u> Leadership activities detailed under Outcome 1 also meet this outcome.

        E-Government activities detailed in Outcome 4 also implement this outcome.

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Leadership activities detailed under Outcome 1 also contribute to this Outcome.				
E-Government activities detailed under Outcome 4 also contribute to				

this Outcome.				

Outcome 3: Users, including children from birth through age 17, benefit from programs that promote reading and related skills appropriate for an increasingly multicultural environment.

Program: Youth Services
Target Audience: Youth Services staff in public libraries. Children and young adults. Continuing Education activities detailed under Outcome 7 also contribute to this outcome.
Partnerships: Florida Department of Education, Miami Dolphins

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Youth Services Workshops	Lifelong Learning Library Capacity Building	80% of Youth Services staff attend one workshop. 80% of Youth Services staff participate in an e-learning activity.	Ongoing	Survey 1 month after workshop.
Collaborative Summer Library Program	Lifelong Learning Library Capacity Building	80% of Youth Services staff indicate CSLP materials are used to plan and deliver programming. 95% of library systems adopt CSLP theme for year-round use.	Ongoing	Annual Survey
Develop an early literacy program to be implemented in local libraries.	Lifelong Learning Library Capacity Building	70% of library systems report implementing and measuring effectiveness of an early literacy program.	2013 Planning 2014-2017 Implementation	Annual Survey and evaluation data to be developed in planning stage.
Develop a program for teenagers to be implemented in local libraries.	Lifelong Learning Library Capacity Building	80% of library systems provide physical space and programming for teens.	Ongoing	Annual Survey
Continuing education activities detailed under Outcome 7 also contribute to this Outcome.				

Outcome 4: Users have 21st century information literacy and technology skills.

> Programs: E-Government activities support libraries who offer services to library users interacting with government programs.
> Target Audience: Library administrators and staff; library patrons who use libraries to access E-Government services.
> Continuing Education activities detailed under Outcome 4 also contribute to this outcome.
> Partners: Appropriate state and other governmental agencies.

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Support and promote statewide projects such as *Right Service at the Right Time* and *Get Help Florida.*	Human Services Employment and Economic Development	20% increase in use of website services.	Annual	Annual usage measures. Website analytics for E-Government and Project Compass Florida.
Host and participate in E-Government Workgroup and wiki.	Human Services Employment and Economic Development	Number of libraries participating and partnering organizations or agencies.	Monthly	Annual Survey
Communicate with and train library community about E-Government.	Human Services Employment and Economic Development	90% of webinar participants indicate they learned information to assist with patron interactions and are current with E-Government services offered by state agencies. 5% increase in subscriptions to the newsletter. 90% of those viewing archived webinars report information is useful.	Quarterly webinars. Monthly newsletters. Ongoing access to archived webinars.	Evaluation conducted immediately and at regular intervals. Post viewing of archived webinars. Contact statistics.

Goal 2: Strengthen Libraries: Floridians use viable libraries and archives with services and facilities that adapt to meet user needs.

Outcome 5: Libraries will provide improved services through resource sharing and advanced technology.
        <ins>Program:</ins> New Library Directors Orientation
        <ins>Target Audience:</ins> New public library directors

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Train new directors on resource sharing and FLIN.	Information Access	90% of new directors indicate they have a basic knowledge of resource sharing.	Ongoing	Post-Workshop Survey

Outcome 6: Libraries will provide all users access to resources to meet their needs through innovative use of technology.
        <ins>Program:</ins> See Leadership Program under Outcome 1

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Leadership program activities detailed under Outcome 1 also contribute to this Outcome.				

Outcome 7: Library staff and stakeholders are trained and competent to meet current and future needs of library users with evolving services and resources.
        <ins>Programs:</ins> Library consulting services help local libraries deliver better library services to their users.
        Continuing Education activities enhance the ability of library staff to serve their users and keep them up-to-date on current issues and practices.
        Government activities detailed under Outcome 4 also contribute to this Outcome.
        <ins>Target Audience:</ins> Public library community
        <ins>Partners:</ins> Multitype Library Cooperatives

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Regional meetings held in person and virtually.	Library Capacity Building	80% of library directors report they have gained	Quarterly	Survey 3 months after each meeting.

Division Activity	Focal Area	Evaluation	Time Frame	Measure
		knowledge about current and future needs. 80% of library staff take action as a result of participation in a meeting.		
Conduct site visits to new library directors to provide in-depth technical assistance.	Library Capacity Building	90% of new directors report they have gained new knowledge.	Ongoing	Yearly survey of new library directors.
Workshops for library leaders on best practices in working among and between library directors, boards, Friends groups, and government leaders.	Library Capacity Building	75% of library directors respond in a survey that their library leadership groups are working together better.	Ongoing	Survey of those who attend workshops.
Public Library Director online and in-person meetings.	Library Capacity Building	80% of library directors report they have the knowledge to make better informed decisions.	Ongoing	Surveys sent 1 month after each session.
New public library directors mentoring program.	Library Capacity Building	80% of new directors participating in the program report making better decisions because of the mentoring program.	Annually	Survey at end of program and again in 6 months.
Webinars provided by Library Development consultants using	Library Capacity Building	50 library staff will attend every webinar. 80% of attendees indicate new	Ongoing	Survey attendees immediately following individual webinars.

Division Activity	Focal Area	Evaluation	Time Frame	Measure
various presenter expertise or vendor created content.		knowledge about Library Development services and programs or vendor created subject area.		Survey continuing education participants every 6 months.
On-demand training for library staff.	Library Capacity Building	80% of participants indicate they have improved library service or started a new service.	Ongoing	Survey attendees immediately following individual webinars and again in 6 months.
E-Government activities detailed under Outcome 4 also contribute to this Outcome.				

Outcome 8: Libraries have sufficient technological infrastructure to meet the needs of their users.

    <u>Program:</u> Leadership activities detailed under Outcome 1 meet this outcome.

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Leadership program activities detailed under Outcome 1 meet this Outcome.				

Outcome 9: Libraries have support for ongoing development to provide excellent service.

    <u>Programs:</u> Library statistics gathers information from local libraries that can be used in making decisions and that is provided to the Institute of Museum and Library Services as part of the national data collection effort on libraries. The Library Statistics Program also prepares special information documents about libraries such as the *Return on Investment* study and the *Role of Public Libraries in Modern Florida*.
    E-Rate program assists local libraries to get telecommunications discounts.
    <u>Target Audience:</u> Staff and stakeholders in the library community
    <u>Partners:</u> E-Rate Universal Service Administrative Company (USAC)

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Data Collection and Publication	Library Capacity Building	100% of public libraries report required statistics. 50% increased usage of public library statistics.	Annual	Annual Report Form
Return on Investment study completed and distributed.	Civic Engagement Employment and Economic Development	To Be Determined	2013	To Be Determined
Role of Libraries in Modern Florida	Library Capacity Building Civic Engagement	25% of library staff report increased awareness of the value of libraries to citizens.	Annual	Annual Consulting Services Evaluation
E-Rate Application Assistance	Library Capacity Building	All eligible libraries apply for the E-Rate discount.	Annual	Calculation of E-Rate Discount

Outcome 10: Libraries benefit from strategic relationships with public and private entities to develop and implement innovative and responsive services.

Programs: Building collaborations with other organizations.
E-Government activities detailed in Outcome 4 also contribute to this Outcome.
Target Audience: Library community and members of other organizations.

Division Activity	Focal Area	Evaluation	Time Frame	Measure
Foster partnerships with statewide organizations (Florida Library Association, League of Cities, Florida Association of Counties). Provide programs at statewide conferences.	Civic Engagement	To Be Developed	Develop program within first 2 years, implement during 5-year plan.	To Be Developed
E-Government activities detailed under Outcome 4 also contribute to this Outcome.				

Coordination Efforts

The Division works with the library community on the development, implementation and evaluation of many of their programs. During the time period of this Plan, the Division will look for opportunities to expand collaborative activities with state agencies and statewide nonprofit organizations to effectively implement such collaboration, and the Division will develop procedures to guide Division staff in working with other state agencies and statewide organizations. Staff members, focus group participants and survey respondents identified a variety of opportunities for an expanded coordination role for the Division. The Division has actively coordinated the Florida Electronic Library program, working with librarians and others to develop responsive content. Similarly the Division has coordinated with the multitype library cooperatives in implementing and maintaining the statewide catalog of library holdings. Expansion of coordination efforts will benefit all Floridians; projects such as the E-Government program can expand cross agency and statewide organization collaboration. Future areas of coordination include workforce development and early childhood education, where the Division has identified potential partnerships.

Evaluation Plans

The Division will utilize a variety of methodologies to evaluate success of the state Plan. Each activity will have identified outputs, benefits and evaluative methodology. The Division strives to make data-driven decisions in managing projects; statistical data will be collected for both Division-managed projects and subcontracted projects. For some activities evaluation will involve formal research, such as effectiveness of online information services. Surveys and focus groups will be used as appropriate. With the availability of online technology (webinars for online focus groups and online survey technology) the Division is able to reach the widely dispersed Florida libraries and stakeholders to assess programs. The evaluative data will inform development and modification of specific activities, as well as revision of the State Plan.

Stakeholder Involvement

The Division incorporated stakeholders through all stages of plan development, implementation, monitoring and evaluation. In the development of the 2013-2017 State Plan, the Division involved community stakeholders through regionally-based focus groups. The Library community input was also gathered through online surveys and four Web-based focus groups. Finally, a stakeholder group involving representatives from libraries, the LSTA Advisory Council, the State Library Council, State Agencies and related nonprofit organizations was brought together to review the mission, goals and outcomes.

Throughout this State Plan period, the Division will utilize the LSTA Advisory Council to review, select, and monitor the competitive grant program; the Florida Library Information Network (FLIN) to advise on statewide services including the Florida Electronic Library (FEL) and statewide resource sharing; additionally the Division has established task forces involving library and community stakeholders supporting programs such as E-Government.

Communication and Public Availability

The Division utilizes a variety of communication channels to provide information about and updates to the Plan. The Division Director conducts quarterly webinars for Florida's libraries. These webinars provide an opportunity for regular and ongoing updates to both the Plan and projects. Additionally the Division will post appropriate documentation on the Division's website, including the LSTA Plan, 2013-2017, competitive grant solicitations and management information, reports of evaluation activities, and press releases related to the Plan and projects.

The Division makes available through their website public access to the online databases through Florida Electronic Library, access to the collections of Florida libraries through FloridaCat, access to digital collections via Florida on Florida, and access to digital content managed by the Division through Florida Memory. Additionally the Division participates in the Ask a Librarian program.

Monitoring

The Division will actively monitor the Plan through regular review by Division management and staff. The Division's Bureau of Library Development will be responsible for annual monitoring of the plan. Statistical data, project assessment, and other evaluative measures will provide the data required in monitoring.

Assurances

[TO BE INSERTED BY DLIS – Being signed by Secretary of State]