

Florida Libraries Strengthen Communities

Florida's Library Services and Technology Act Plan 2023-2027

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The State Library Administrative Agency of Florida is also known as the Division of Library and Information Services (hereafter, Division), which is part of the Florida Department of State. The Division is comprised of the following bureaus:

- The Bureau of Archives and Records Management
- The Bureau of Library and Network Services
- The Bureau of Library Development.

Mission Statement

Florida's Division of Library and Information Services promotes, enhances and provides library, records management and archival services by connecting individuals, agencies, libraries, educational institutions and businesses to vital informational, cultural and learning resources.

The Florida Department of State, Division of Library and Information Services submits this Plan with a commitment to improve the lives of Floridians.

Needs Assessment

Evaluation Recommendations

The Division of Library and Information Services received four recommendations from the independent evaluation of its previous Institute of Museum and Library Services (IMLS) Five-Year Plan, *Florida's Libraries Transform Communities: Florida's Library Services and Technology Act Plan 2018-2022*. These recommendations are the focus of the needs assessment developed for the 2023-2027 Five-Year Plan and will be addressed by the goals set forth in this plan.

The recommendations were as follows:¹

1. Develop the 2023-2027 Five-Year Plan to include measurable outcomes and outcome-driven data elements that reflect user feedback (in addition to the existing touchpoint data) to assess, on an ongoing basis, the extent to which the activities help with making progress towards each stated goal.
2. Review the applicability of state goals and outcomes to the statewide grant programs to examine the relevance of applying Goal 2 (and corresponding outcomes) to every statewide grant program.²
3. Raise awareness among program managers for the statewide grant programs about how grant activities impact state goals and outcomes and the corresponding focal areas and intents.
4. Promote the use of state program reports in annual program review by program managers of statewide grant programs.

Division staff and program managers agree with the evaluator's recommendations.

Needs Identified in Florida

The needs identified in Florida are Lifelong Learning, Literacy, Workforce Development, Social Service Support, and Disaster Relief and Recovery. These needs overlap, interconnect and relate to one another. Education and literacy skills directly impact Floridians' abilities to

¹ files.floridados.gov/media/705657/five-year-evaluation-revised-april-2022.pdf

² files.floridados.gov/media/698097/1staplan2018-22.pdf. Goal 2 - Strengthen Libraries: Floridians use libraries with staff, resources and facilities that transform to meet user needs.

find and keep good paying jobs. Lack of a good paying job can lead to a need for social services. Lack of education and literacy skills can have an impact on finding available social services. Literacy and other skills affect an understanding of health information, how to manage money, or how to fill out forms and claims that are required after disasters. Disasters may require a need for social services or even a new job and skills if one has been relocated or one's employer has shut down.

Libraries in Florida and across the nation provide resources and services that meet these needs and are interrelated. For example, libraries:

- Provide literacy classes and guidance that improve education and workforce skills.
- Assist with understanding health and other social service information.
- Support disaster relief and recovery resources that may include social services as well as helping evacuees find jobs.

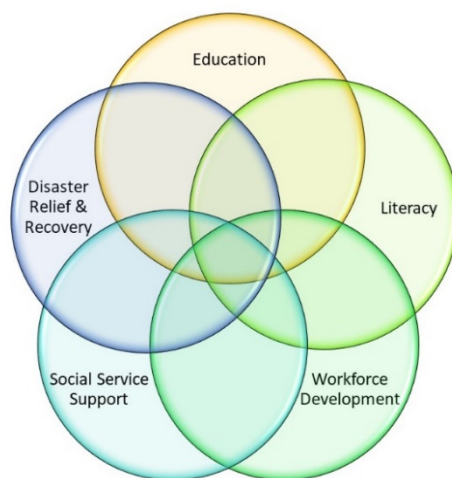


Figure 1 – Needs addressed by libraries in Florida

Lifelong Learning

The Florida Chamber of Commerce's Florida Scorecard³ snapshot for 2021 shows that third grade math and reading scores are declining, as are eighth grade math, science and reading scores. The Florida Literacy Coalition⁴ finds that 22% of adults in Florida are below Level 1 for literacy with 32% below Level 2, while 35% of adults are below Level 1 for numeracy.⁵ The Florida Literacy Coalition also found that eight of the 10 counties with the lowest literacy scores were also among the poorest. In Florida, 63.3% of the population has not earned any type of college degree.⁶

³ thefloridascorecard.org/

⁴ floridaliteracy.org/piaac.html

⁵ National Center for Education Statistics. There are [five levels of literacy](#), with Level 1 being the most basic ability to read a brief text on a familiar topic and find a single piece of information. There are [five levels of numeracy](#), with Level 1 being the most basic ability to count, sort or use arithmetic for whole numbers or money.

⁶ DemographicsNow. See Education Estimates report. Provided by the [Florida Electronic Library](#).

Table 1 - Education Levels in Florida

Data from DemographicsNow Level of education	2021		2026 projection	
	Number of Floridians	% of population	Number of Floridians	% of population
No school	230,757	1.5%	245,289	1.5%
K-8	532,996	3.4%	553,914	3.3%
9-11	1,137,870	7.3%	1,188,031	7.2%
High School diploma/GED	4,522,628	29.0%	4,765,084	28.8%
Some college, no degree	3,133,980	20.1%	3,309,677	20.0%
Associate degree	1,505,756	9.6%	1,614,246	9.7%
Bachelor's degree	2,889,993	18.5%	3,100,983	18.7%
Graduate or professional degree	1,665,891	10.7%	1,795,949	10.8%

Libraries in Florida support education at all levels and for all types of students; in fact, homework help and homeschool support is one of the mainstays of Florida's public libraries. All libraries offer access to electronic resources and reference services,⁷ and many offer in-person tutoring services or online services. Florida libraries may offer English as a Second Language/English for Speakers of Other Languages classes, book groups, conversation sessions and more. They also provide basic computer classes, early learning and storytimes, summer reading programs and more.

Early and Childhood Literacy

Early literacy and learning lay the foundation for future academic success and skills for inquiry, self-directed learning and problem-solving to meet the challenges of a globally connected, technologically driven and rapidly changing future. However, half of Florida students enter kindergarten without the skills that they need to be successful.⁸ Over 10% of Florida's school-aged children are dual-language or English language learners (ELL). Florida is ranked third in the U.S. in ELL population, and, although Spanish is the major native language of these students, over 300 different languages are spoken in Florida.⁹

Dual language learners are children under the age of five who speak a language other than English at home, while learning English simultaneously.¹⁰ English language learners are generally older, non-native English speakers who are proficient in their native language and are now learning English.

Library literacy programs help prepare children for the transition to kindergarten and continued success in school by offering literacy programs and workshops for parents and childcare providers, and by providing literacy-rich programs for babies, toddlers, preschoolers and school-aged children.¹¹

Technology and Digital Literacy

As small business incubators and innovation accelerators, libraries are places within communities where people can explore ideas to initiate and grow their own small businesses. Innovators have the opportunity to use public library meeting rooms, resources

⁷ All public libraries are able to provide the Florida Electronic Library and Ask a Librarian e-reference services.

⁸ [Florida Kindergarten Readiness Screener, 2021-22](#)

⁹ [Florida Department of Education, Bureau of Student Achievement through Language Acquisition.](#)

¹⁰ [National Conference of State Legislatures \(NCSL\)](#)

¹¹ [American Library Association Early Literacy and Education](#)

and equipment in order to brainstorm and refine their ideas, aided by others who have expertise and are willing to share their time and talent.

Students need access to computers and digital skills as a fundamental part of their education. Older adults need technology access and skills to stay in touch with family, participate in online community events, and access health care and financial resources. In times of crisis, libraries serve as disaster response centers. Florida is hit hard on a regular basis by storms and other disasters, and libraries across the state are called upon to support and reassemble their communities during and after these events.

At most public libraries one can find:

- Free high speed Internet connections.
- Wireless hot spots.
- Access to computers and laptops.
- Assistance using and navigating computers and mobile devices.
- Technology training for skills that many jobs require, such as email and online presentations, as well as advanced skills in new technologies and computer programming.
- Access to information – health information, financial information, global and community news.

There is a digital opportunity gap in Florida. Of the estimated 600,854 unemployed individuals in Florida, at least 198,282 lack foundational digital skills. These individuals may not even begin to compete for an estimated 75% of job openings that require such skills.¹² Only 38.26% of Florida citizens have access to affordable, high-speed broadband (100Mbps wired).¹³ For almost a half million Floridians, internet service, and the benefits associated with its use, are not available in their area. Communities that currently lack access to the affordable, reliable, high-quality broadband internet that is necessary for full participation in education, health care, employment, social services, government programs and civic life are at a marked disadvantage without that access.¹⁴

Adult Literacy

There is deep, ongoing need for programs to address adult literacy across the state. Adults need proficient literacy skills to get and keep well-paying jobs, to obtain technical, vocational and professional training and licensing, to pursue educational goals, to start and run a business, to make informed health and financial decisions, and to participate in a technologically driven economy and society.

In Florida, about one in four adults are at or below Level 1 of literacy. Adults at the upper end of this spectrum can read short texts and understand the meaning enough to perform simple tasks. Adults below Level 1 may only be able to understand very basic vocabulary or find very specific information on a familiar topic. Some may struggle with this and may be functionally illiterate.¹⁵

Adults must achieve a basic level of literacy in order to qualify for the GED preparation program offered by the Florida Department of Education. This puts the GED preparation

¹² National Digital Inclusion Alliance (NDIA), [State Digital Equity Scorecard, Florida](#)

¹³ BroadbandNow, [The State of Broadband in America, Q3 2021](#)

¹⁴ Source: Florida Tax Watch, [Closing the Digital Divide-The Expansion of Broadband Internet Service to Unserved Areas of the State](#)

¹⁵ nces.ed.gov/surveys/piaac/doc/PIAAC-SAE-Brochure.pdf

program out of the reach of many adult learners in Florida.¹⁶ At the same time, there is a large unmet need for skilled workers in high-paying fields in Florida. According to data collected by the Florida Chamber of Commerce, nearly 72% of Florida's workforce leaders have had trouble finding qualified talent over the past year. Millions of jobs are available that require workers who have certifications and credentials, but not necessarily four-year degrees.¹⁷

Over 300 languages are spoken in Florida. Many Floridians are professionally trained and credentialed, but unable to obtain jobs in their field due to language barriers and a need to improve their proficiency in English.¹⁸ At the same time, there is a critical need for these skills in Florida's workforce. Libraries provide literacy programs that support patrons in developing the literacy skills they need to meet their goals, to earn a GED or finish high school and move on to advanced education or professional certification. They provide ESOL programs to support patrons in developing English language proficiency and move into skilled, high-paying jobs.

Workforce Development

Unemployment was at 5.4% in early 2021 and dropped to 3.2% by the end of the year. Of the civilians employed in Florida in 2021, 39.3% (4,217,521) were employed in blue collar jobs, while 60.7% (6,527,440) held white collar jobs¹⁹ with an additional 339,000 unemployed.²⁰

According to the Bureau of Labor Statistics, 13% of occupations²¹ in the United States do not require formal education or prior work experience. These occupations include fast food workers, retail sales staff, wait staff, warehouse stock clerks, janitors, cooks, grounds keepers and laborers. In 2021, 23% of Florida's jobs were in occupations that required no formal education.²² The wages for these occupations are typically lower than the median.

The addition of a high school diploma or equivalent increases the number of occupations available and wages; 41% of all U.S. occupations are open to people who have a high school diploma or equivalent. Thirty eight percent of Florida's jobs in 2021 were in those occupations.²³ On average, the wages for these are several thousand dollars a year higher than those that require no formal education.²⁴ Occupations requiring a high school diploma or equivalent include home health and childcare workers, customer services, office clerks, administrative assistants and receptionists, security guards and repair workers.

Libraries serve an important role helping people to learn new skills, prepare for tests, find employment, start small businesses and much more. Libraries provide free access to computers and Wi-Fi that can be used by job seekers, as well as to digital literacy classes, resume and cover letter help, and assistance in navigating employment opportunities.

¹⁶ fldoe.org/academics/career-adult-edu/adult-edu/2022-2023-adult-edu-curriculum-frameworko.stml

¹⁷ [Florida Chamber of Commerce Future of Work Initiative](#)

¹⁸ [The Cost of Brain Waste in Florida](#)

¹⁹ DemographicsNow.

²⁰ Florida Scorecard. Seasonally adjusted.

²¹ Occupations according to the North American Industry Classification system and listed in the Occupational Employment and Wage Statistics Survey compiled by the Bureau of Labor Statistics.

²² [Education Level and Projected Openings, 2019-29](#); also, Bureau of Labor Statistics, Occupational Employment and Wage Statistics Survey.

²³ Bureau of Labor Statistics, Occupational Employment and Wage Statistics crosswalk with Education and Training Assignments by Detailed Occupation.

²⁴ Bureau of Labor Statistics, [Education level and projected openings, 2019-29](#).

From *Public Libraries: A Community's Connection for Career Services*:

Populations that benefit from such services [e.g., those above] at local libraries include low-skilled adults, older adults, immigrants, English language learners, low-income populations, and unemployed or underemployed individuals (Horrigan, 2015; Milam, 2008; U.S. Department of Education, OCTAE, 2014). Many Americans view public libraries as anchors in their communities, with lower-income individuals, Hispanics, and African Americans more likely to state that libraries help them navigate their job search and seek training opportunities (Horrigan, 2015).²⁵

National library associations have launched multiple initiatives that support libraries in their efforts to help job seekers. For example, the Public Library Association's (PLA) "Libraries Lead With Digital Skills,"²⁶ provided mini-grants to public libraries to support their digital literacy training programs, their Digital Literacy and Skilling for Employment²⁷ initiative, which gives libraries tools to provide technology and skills training, and their webinar series, in partnership with Libswork. "Public Libraries: Partners in Workforce Development,"²⁸ provides information, tools and resources for library staff to use. Libswork is a national workgroup of library staff that meets monthly to discuss and share information about programs that support libraries and workforce development, and as mentioned above, works with PLA to provide information to library staff nationwide. (Note: Staff in the Bureau of Library Development belong to this group and attend the monthly online meetings.)

Social Service Support

Libraries are often one of the few places people go in times of great need. As centers of community activity and repositories of information, libraries can act as portals to the social services local agencies can provide.

For 2022, the federal poverty income level is considered to be \$13,590 annually for an individual, increasing to \$27,750 for a family of four and \$46,630 for a family of eight.²⁹ Florida's poverty rate is 13.3% of the total population, with 5.9% of those living in deep poverty. "Deep poverty" is defined as living on one-half of the poverty level.³⁰ The chart below shows the extent of poverty in Florida in 2020:³¹

²⁵ Holcomb, Stephanie et al. *Public Libraries: A Community's Connection for Career Services*. John J. Heldrich Center for Workforce Development. Rutgers University. September 2019. p 3.

²⁶ ala.org/pla/initiatives/google.

²⁷ ala.org/pla/initiatives/digitalliteracy.

²⁸ ala.org/news/press-releases/2021/08/pla-launches-public-libraries-partners-workforce-development-webinar-series.

²⁹ aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines.

³⁰ poverty.ucdavis.edu/faq/what-deep-poverty.

³¹ data.census.gov/cedsci/table?q=poverty&q=0400000US12&tid=ACSST5Y2020.S1701;

data.census.gov/cedsci/table?q=poverty&q=0400000US12&tid=ACSST5Y2020.S1702;

data.census.gov/cedsci/table?q=poverty&q=0400000US12&tid=ACSST5Y2020.S1703.

Table 2 - Poverty Rates in Florida

By Age	% of Population	% of Total Below Poverty Level	% of Group In Poverty
Under 5 years	5.5%	8.1%	20.2%
5 to 17 years	14.7%	19.8%	18.1%
18 to 34 years	20.3%	23.4%	15.0%
35 to 64 years	38.5%	32.5%	11.2%
65 years and over	21.0%	16.2%	10.5%
By Educational Attainment (25 years and over)	% of Population	% of Total Below Poverty Level	% of Group In Poverty
Less than high school graduate	11.2%	24.0%	24.2%
High school graduate (includes equivalency)	28.0%	35.1%	14.1%
Some college, associate degree	29.9%	25.5%	9.7%
Bachelor's degree or higher	30.9%	15.4%	5.6%

As in most states, health and health care are central issues to Florida's citizens. Overall, 87.2% of adults in Florida have health insurance,³² including 8.4% who are enrolled through the Affordable Care Act.³³ Florida Department of Health reports provide a multitude of health data such as:

- 64.6% of adults are overweight or obese.
- 15.8% of children between 10 and 17 years old are obese.³⁴
- 27% of adults exercise "vigorously" (150 minutes each week).³⁵
- Heart disease and cancer cause 46.5% of all deaths.³⁶

Homelessness is a reality around the country and Florida is no exception. Libraries are a popular place for people who are experiencing homelessness to gather because they offer a safe place, help if needed and a pleasant environment. Some people experiencing homelessness are in transition, in that they become homeless, seek help to find stable housing and are able to succeed. Others are chronically homeless, living on the street or in shelters. In 2021 the Florida Council on Homelessness identified 48,877 individuals living on the streets or in shelters.³⁷

Disaster Relief and Recovery

Florida is subject to drought, floods, heat waves, freezes, lightning and thunderstorms, wildfires, tornadoes and hurricanes. Over the last 50 years, FEMA declared 158 disasters in the state. Since 2002, 223,946 individuals and households in Florida have applied for FEMA Grants.³⁸

³²[flhealthcharts.gov/ChartsReports/rdPage.aspx?rdReport=ChartsProfiles.HealthiestWeightCountyProfile](https://healthcharts.gov/ChartsReports/rdPage.aspx?rdReport=ChartsProfiles.HealthiestWeightCountyProfile)

³³ [Centers for Medicare & Medicaid Services](https://www.cms.gov/medicare/medicaid-services)

³⁴ stateofchildhoodobesity.org/children1017/

³⁵ nccd.cdc.gov/dnpao_dtm/rdPage.aspx?rdReport=DNPAO_DTM.ExploreByTopic&isClass=PA&isTopic=PA1&isIndicators=O044&go=GO

³⁶ [Florida Department of Health's 2019 State Health Assessment Data Book](https://www.floridahealth.gov/about-us/2019-state-health-assessment-data-book)

³⁷ [2021 Annual Report for the Florida Council on Homelessness](https://www.floridacouncilonhomelessness.org/2021-annual-report)

³⁸ [fema.gov/openfema-data-page/disaster-declarations-summaries-v2](https://www.fema.gov/openfema-data-page/disaster-declarations-summaries-v2)

1972-2022 FEMA Declared Disasters in Florida	
67	Fire
44	Hurricane
26	Other Severe Storm
10	Flood
5	Freezing
4	Biological (Pandemic)
1	Human Cause (Mariel Boat Lift)
1	Other (Surfside Building Collapse)

Table 3

The Florida Climate Center reported that 2021 was the eighth warmest year on record for Florida (tied with 2018), and the eleventh year in a row with above average temperatures. Florida recorded temperatures in 2021 as high as 108 degrees F and a heat index even higher.³⁹

Although precipitation for the whole state was about the historical average in 2021, some areas of the state received far less rainfall than normal. Areas of the Panhandle received below normal amounts of rainfall in 2021, as did some areas of the southern Gulf Coast.⁴⁰

In 2021 alone 2,262 wildfires burned 105,475 acres of land. Of these, 268 were caused by lightning strikes.⁴¹ Downed trees from previous years' hurricanes increased the intensity of these wildfires. The "Chipola Complex" of wildfires that impacted three counties and over 30,000 acres in Florida's Panhandle in March 2022, were made worse by dry conditions, feeding on the millions of downed trees left by Hurricane Michael in 2018.⁴²

According to Tampa meteorologists, Florida is "the lightning capital of the United States when it comes to strikes per square mile."⁴³ The state averaged 223 strikes per square mile in 2021, with approximately 3,500 cloud to ground strikes per day and 1.2 million flashes over the year. Florida also experienced 30 tornadoes that impacted 20 counties across the state in 2021.⁴⁴ This number was slightly below the recent historic average.

The 2021 Atlantic Hurricane Season was extremely active, with 21 tropical storms and seven hurricanes. Of these, Florida was impacted by Hurricanes Elsa and Ida, and tropical storms Claudette, Fred and Mindy.⁴⁵ The Florida Department of Environmental Protection established climate resiliency programs for Florida's coastline in preparation for possible disaster.⁴⁶ According to research done by Resources for the Future, sea levels at different points along the coast will likely rise 8 to 12 inches above today's levels by 2040.⁴⁷ Perhaps even more alarming, the same research states that higher temperatures resulting from climate change will increase mortality risk across the state. By 2040, higher temperatures are

³⁹ [Florida Climate Center](#), p 2.

⁴⁰ Florida Climate Center, p. 5-6.

⁴¹ National Interagency Coordination Center, [National Report of Wildland Fires and Acres Burned by State](#), p. 39.

⁴² Florida Department of Agriculture and Consumer Services – press releases March 5-11, fdacs.gov/News-Events/Press-Releases/2022-Press-Releases.

⁴³ Florida regains the title for lightning capital of the U.S. Chief Meteorologist Mike Clay and Meteorologist Nick Merianos, [baynews9.com/fl/tampa/weather/2022/01/09/did-florida-regain-title-for-lightning-capital-of-u-s-#:~:text=Florida%20is%20the%20lightning%20capital,four%20lightning%20deaths%20in%202021](https://www.baynews9.com/fl/tampa/weather/2022/01/09/did-florida-regain-title-for-lightning-capital-of-u-s-#:~:text=Florida%20is%20the%20lightning%20capital,four%20lightning%20deaths%20in%202021).

⁴⁴ Florida Climate Center, p. 9.

⁴⁵ Florida Climate Center, p. 9.

⁴⁶ floridadep.gov/rcp/florida-resilient-coastlines-program.

⁴⁷ rff.org/publications/reports/florida-climate-outlook/.

projected to cause more than 1,000 deaths each year due to higher risks of cardiovascular and cerebrovascular disease.⁴⁸

The Division commissioned a *Major Events Longitudinal Study* with the University of Florida's Bureau of Economic and Business Research (BEBR) in 2021.⁴⁹ This data-driven study examined the impact of major events, like hurricanes and wildfires, on Florida's public libraries over the last 20 years and noted specific trends. These trends indicate that library visits typically increase during natural disasters, with evidence of up to a 9% increase during large wildfires.⁵⁰ Libraries also increase their program offerings in times of natural disaster, especially during hurricanes; the data indicated this rise in increments ranging between 8% and 18%.⁵¹ Program attendance also sees a mirrored rise, particularly among adults. Public libraries experienced a rise between 15% and 18% in traditional reference transactions, especially during hurricanes.⁵² With such an increase in dependency during times of natural disaster, Florida libraries must be prepared to meet the needs of their communities to offer support and relief in uncertain times.

In addition to increased use of library programs and resources during disasters, libraries often play an active part in the mitigation, response and recovery efforts of their communities. Most libraries in Florida are part of county or municipal governments, so they are included in their local or county government emergency plan. Libraries and their staff:

- Provide safe locations with electricity and internet access.
- Disseminate information regarding food and emergency shelters.
- Staff local emergency management call centers and emergency shelters during storms.
- Help with recovery efforts as FEMA distribution sites.
- Help patrons complete FEMA and other assistance forms.
- Create new, temporary programs and services to accommodate evacuees or residents affected by the disaster.⁵³

Advisory Input

Florida's stakeholder libraries and their users were vital to the development of this iteration of the LSTA Five-Year Plan. Directors and staff members of Florida's Multitype Library Cooperatives, academic libraries, school libraries and public libraries were invited to participate in focus groups hosted by the Division to share feedback on the 2018-2022 Plan and future needs. Ten hour-long sessions were held over the course of three weeks with a total of 33 attendees. Additionally, the Division distributed an electronic survey to over 12,000 contacts to solicit comments and feedback with eight respondents. In the case of both surveys, responses were favorable for the statewide programs the Division operates. Furthermore, respondents could not point out an area of need that the Division was not already trying to address. The Division also continually seeks feedback in the form of conversations, phone calls and emails from our constituents. Additionally, the Division

⁴⁸[ff.org/publications/reports/florida-climate-outlook/](https://www.flff.org/publications/reports/florida-climate-outlook/).

⁴⁹ Bureau of Economic and Business Research, University of Florida. *Florida's Public Libraries: Major Events Longitudinal Study*. December 1, 2021. files.floridados.gov/media/705155/major-events-study.pdf.

⁵⁰ dos.myflorida.com/library-archives/library-development/data/major-events/.

⁵¹ dos.myflorida.com/library-archives/library-development/data/major-events/.

⁵² dos.myflorida.com/library-archives/library-development/data/major-events/.

⁵³ Public Libraries' Use of Twitter in Hurricane Michael, p. 30; Natural Disaster Accessibility of Small and Rural Libraries in Northwest Florida, p 7.

interacted with the State Library Council, the body which reviews and funds the annual LSTA applications, to get their perspectives and recommendations.

Goals

After reviewing the needs of the state and considering the recommendations from the evaluator of the previous plan, the Division has reimagined the framework for our goals in the 2023-2027 Five-Year Plan.⁵⁴ This plan was developed through a collaborative process among the Division Director’s office and the Division’s statewide program managers. For previous LSTA Five-Year Plans, the Division relied on external consultants to develop the plan’s framework, with program and public library details provided by staff to these consultants. However, Division staff led the development of the current plan and streamlined its framework to simplify its goals, objectives and measurements. To this end, staff and LSTA grant recipients can focus not only on meeting the needs of their constituents and communities, but also more easily carry out the plan itself.

Florida’s three overarching goals and their objectives are:

Goal 1: Champion Lifelong Learning	Objective 1.1	Support the training and professional development of the library workforce.
	Objective 1.2	Advance shared knowledge and learning opportunities for all.
Goal 2: Advance Collections Access	Objective 2.1	Promote access to library collections.
Goal 3: Strengthen Communities	Objective 3.1	Promote inclusive engagement across diverse audiences.

Table 4

Goal 1: Champion Lifelong Learning

Learning is an ongoing process that fosters discovery, critical thinking and creativity throughout our lives. Many rich and fulfilling opportunities are available outside the classroom for people of all ages and abilities. Libraries and archives are pivotal places to adapt to new technology and share new experiences, whether in collaboration with formal education partners or providing informal learning experiences on their own.

Prioritization: Goal 1 is the highest priority for the Division, as it is the most effective way to serve all the state’s citizens. Our internal LSTA-funded programs are designed to support Florida library staff and programs. Additionally, several of the Division’s programs cater to the lifelong learning needs of our library communities, providing content and consultation to help Florida libraries achieve their own goals.

Objective 1.1 - Support the training and professional development of the library workforce.

Project Summaries: Each program supporting Objective 1.1 directly impacts the library workforce of Florida, improving the knowledge and skills of staff and the operations of Florida’s libraries. Programs like *BLDing Institutional Capacity, Continuing Education and Training, Leadership Development and Recruitment*, and the state’s Multitype Library Cooperatives’ training programs offer library staff the guidance and resources needed to assist them in delivering the highest standards of services to Florida’s library users. These trainings and workshops are available either in-person or in a webinar format, with past

⁵⁴ files.floridados.gov/media/705657/five-year-evaluation-revised-april-2022.pdf

offerings typically archived and made accessible virtually to the library workforce for self-directed viewing. Additional resources the Division either produces or contracts for include weekly and monthly newsletters; monthly and quarterly updates on trends, best practices and regulations; technology and communication how-tos; and more.

The *Director Connections* and *Meetings of Florida Library Staff* programs offer orientation on-boarding for incoming directors and additional training for library staff and their designees. This includes a review of applicable statutory, legal and administrative policies affecting their work and high-level training about topics ranging from community engagement to building strategic partnerships across the Florida public library landscape. *Leadership Development and Recruitment* is designed to cultivate and empower the future leaders of Florida’s libraries. The major focus of this program is the development of an annual cohort of library staff to explore leadership topics through day long training over a ten month period. The *Library Data and Statistics* program helps library staff analyze their own performances and provides evidence in support of telling their library’s story, while *E-Rate* subsidizes the costs of internet connections for eligible libraries. For all the programs tied to Objective 1.1, we expect to continue to improve the operations and expand the institutional capacity of Florida’s libraries.

All of the above programs are funded by IMLS, with matching funds provided by grant recipients.

Need Addressed: Education, Literacy, Disaster Relief and Recovery, Social Services Support, and Workforce Development.

Objective 1.1: Support the training and professional development of the library workforce.	
Focal Area: Institutional Capacity	
Strategies	<u>Improve the library workforce.</u> Support the growth and development of library staff and volunteers through training and professional development opportunities that enhance services to the public and create a more diverse and inclusive workforce.
	<u>Improve library operations.</u> Support Florida’s libraries to increase the efficiency and effectiveness of their operations.
Key Activities	<u>Instruction</u> -> <u>Program.</u> Provide continuing education and training for library staff on improving library responsiveness to addressing diverse needs and interests of their communities.
	<u>Instruction</u> -> <u>Consultation.</u> Help library staff to plan, implement and evaluate their programs and services.
Measures	<ul style="list-style-type: none"> ● Instruction for Library Workforce Survey (IMLS) ● BLD Library Services Evaluation ● Programmatic data collected and analyzed
Related Programs	<ul style="list-style-type: none"> ● <i>BLDing Institutional Capacity</i> ● <i>Continuing Education and Training</i> ● <i>Director Connections</i> ● <i>E-Rate</i> ● <i>Leadership Development and Recruitment</i> ● <i>Library Data and Statistics</i> ● <i>MLC Continuing Education statewide programs</i> ● <i>Meetings of Florida Library Staff</i>

	<ul style="list-style-type: none"> • <i>Florida Library Webinars</i> • <i>Competitive grant projects</i>
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Table 5

Objective 1.2 - Advance shared knowledge and learning opportunities for all.

Project Summaries: The *Adult Learning Program* offers library staff support in resources and training for adult learners, older adults, adult literacy learners, ESOL learners and special populations. The *Florida Library Youth Program (FLYP)* provides libraries with access to materials and resources to support summer reading, as well as year-long support for Florida's youth library staff through partnerships, educational training, work groups and other collaborative activities.

All of the above programs are funded by IMLS, with matching funds provided by grant recipients.

Need Addressed: Education, Literacy, Disaster Relief and Recovery, Social Services Support, and Workforce Development.

Objective 1.2: Advance shared knowledge and learning opportunities for all.	
Focal Area: Lifelong Learning	
Strategies	<u>Improve users' general knowledge.</u> Accelerate innovation in lifelong learning by expanding the knowledge base in research, program evaluation, and the collection and dissemination of information to library professionals and the public.
	<u>Improve users' general skills.</u> Improve library responsiveness to address the diverse needs and interests of their communities, and promote all types of literacy, including reading and technology skills.
Key Activities	<u>Instruction -> Program</u> Provide opportunities for staff development that will improve local libraries' capacity in lifelong learning.
	<u>Instruction -> Consultation</u> Create and expand partnerships that will improve local libraries' capacity to serve lifelong learners.
	<u>Procurement -> Supplies</u> Support projects that create learning opportunities for all ages in a variety of formats.
Measures	<ul style="list-style-type: none"> • Instruction for Library Workforce Survey (<i>IMLS</i>) • Instruction for General Public Survey (<i>IMLS</i>) • BLD Library Services Evaluation • FLYP Annual Survey • Programmatic data collected and analyzed
Related Programs	<ul style="list-style-type: none"> • <i>Adult Learning</i> • <i>Florida Library Youth Program</i> • <i>Competitive grant projects</i>

Table 6

Goal 2: Advance Collections Access

As technology evolves, libraries are taking advantage of opportunities to expand access to their collections through searchable databases, virtual exhibits, live and on-demand demonstrations, collections-based learning resources, interactive websites, and facilitated events for people of all ages, backgrounds and abilities. Resource sharing and innovative shared catalogs enhance the ability of libraries to broaden their communities' access to information and educational resources.

Prioritization: Goal 2 is the second highest priority for Florida. Libraries have always been their community's repository of information, and Florida has many programs designed to continue and update that legacy. Our information access programs support local libraries by providing a supplemental cache of information that is easily accessible to local communities and beyond through web portals and informational webinars.

Project Summaries: Programs that support Goal 2 facilitate access to information and educational resources in a variety of formats to information users and libraries across Florida. *Florida Memory* consists of digitized collections of the State Archives that are available to users through an interactive online web portal. The *Florida Electronic Library* provides up-to-date research materials to kindergarten through university students, professional researchers and life-long learners. The *Florida Statewide Digital Initiative* is a digital repository for cultural heritage materials held by libraries, archives, museums and other organizations that are openly available to Florida citizens; it also contributes these materials to the Digital Public Library of America (DPLA). The *State Library and Statewide Resource Sharing* program purchases print and digital materials in support of the State Library's mission and administers interlibrary loan service to libraries in Florida; it also provides access to digitized state publications. The *TBLC Courier Services* program offers direct interlibrary loan service to libraries throughout the state. The *Ask a Librarian* program is Florida's virtual reference desk. All of these programs make information and collections readily available to the general public.

All of the above programs are funded by IMLS, with matching funds provided by grant recipients.

Need Addressed: Education, Literacy, Disaster Relief and Recovery, Social Service Support, and Workforce Development.

Objective 2.1: Promote access to library collections.	
Focal Area: Information Access	
Strategies	<p><u>Improve users' ability to discover, obtain and/or use information resources.</u></p> <p>Support libraries' capacity to provide access to information and educational resources in a variety of formats.</p>
Key Activities	<p><u>Content</u> -> <u>Acquisition</u>; <u>Content</u> -> <u>Lending</u>; <u>Content</u> -> <u>Creation</u></p> <p>Purchase and provide access to information and educational resources in a variety of formats.</p>
	<p><u>Instruction</u> -> <u>Consultation</u></p> <p>Provide opportunities for staff development and continuing education around improving public access to information.</p>
	<p><u>Instruction</u> -> <u>Program</u></p> <p>Support projects that provide access to information and educational resources in a variety of formats.</p>
Measures	<ul style="list-style-type: none"> ● Content Acquisition / Creation for Library Workforce Survey (<i>IMLS</i>) ● Instruction for Library Workforce Survey (<i>IMLS</i>) ● Instruction for General Public Survey (<i>IMLS – for outside projects</i>) ● BLD Services Survey ● BLNS Services Survey ● BARM Services Survey ● Programmatic data collected and analyzed
Related Programs	<ul style="list-style-type: none"> ● <i>Florida Electronic Library</i> ● <i>Florida Memory</i> ● <i>Florida Statewide Digital Initiative</i> ● <i>State Library and Statewide Resource Sharing</i> ● <i>Ask a Librarian</i> ● <i>TBLC Courier</i> ● <i>Competitive grant projects</i>

Table 7

Goal 3: Strengthen Communities

Libraries are places of community development, community self-awareness, and where communities come together. They are where people go to join a community, to immerse themselves in a culture, to learn about other communities, and be inspired by nature, art, science, history, play and reading. Libraries are unparalleled sources of educational, informational, health, job, cultural and many other resources. Through their programs, the Division of Library and Information Services encourages Florida's libraries to serve all community members and visitors, bridging the gaps of physical distance, cultural and socioeconomic differences, accessibility to resources, education and experience.

Prioritization: Goal 3 is the third priority for Florida, but only because per the requirements of IMLS' Five-Year Plan guidelines, goals must be prioritized. Florida does not approach this goal lightly or with less fervor. Due to the multicultural nature of Florida's population, we believe this goal is vital to all Floridians. To foster the highest standard of services to Florida's growing multicultural community, the Division must be in tune with the diverse needs to which Florida libraries are responding. The programs that support Goal 3 help provide health and

human services, opportunities for civic engagement, and support workforce and economic development.

Project Summaries: *Community Engagement* works with Florida library staff to build partnerships, tell their library story, collaborate and share information, as well as keep up to date with state and federal requirements and resources. *Right Service at the Right Time* connects people with local social services and government assistance programs. *Florida Library Jobs* serves as a mechanism for posting and finding library jobs in Florida.

Need Addressed: Social Service Support, Workforce Development, Disaster Relief and Recovery

Objective 3.1: Support libraries' capacity to meet the health, employment, social and/or civic needs of their community.	
Focal Areas: Human Services, Employment and Economic Development, Civic Engagement	
Strategies	<u>Improve users' ability to participate in their community.</u> Support opportunities for equitable engagement, collaboration and communications across communities as well as projects that enhance civic engagement, innovation and collaboration in addressing community needs.
	<u>Improve users' ability to apply information that furthers their personal or family health and wellness.</u>
	<u>Improve users' ability to use resources and apply information for employment support.</u> Support library services for the continued development of Florida's workforce and projects that support providing opportunities for career advancement to users.
Key Activities	<u>Content -> Other</u> Provide access to resources that support libraries' capacity to serve their community needs.
	<u>Instruction -> Consultation</u> Provide opportunities for staff development that will improve local libraries' capacity to serve their community needs.
Measures	<ul style="list-style-type: none"> ● Instruction for Library Workforce Survey (IMLS) ● Instruction for General Public Survey (IMLS – for outside projects) ● BLD Services Survey ● Programmatic data collected and analyzed
Related Programs	<ul style="list-style-type: none"> ● <i>Community Engagement</i> ● <i>Right Service at the Right Time</i> ● <i>Florida Library Jobs</i> ● <i>Competitive grant projects</i>

Table 8

LSTA Priorities

Crosswalk of LSTA priorities with the Division's goals.

1. Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills

Addressed by Goal 1, Goal 2 and Goal 3

2. Establish or enhance electronic and other linkages and improved 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.

Addressed by Goal 2

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, including those from diverse and underrepresented backgrounds, to the field of library and information services.

Addressed by Goal 1, Goal 2 and Goal 3

4. Develop public and private partnerships with other agencies, tribes, and community-based organizations.

Addressed by Goal 1, Goal 2 and Goal 3

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.

Addressed by Goal 1 and Goal 3

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.

Addressed by Goal 1 and Goal 3

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

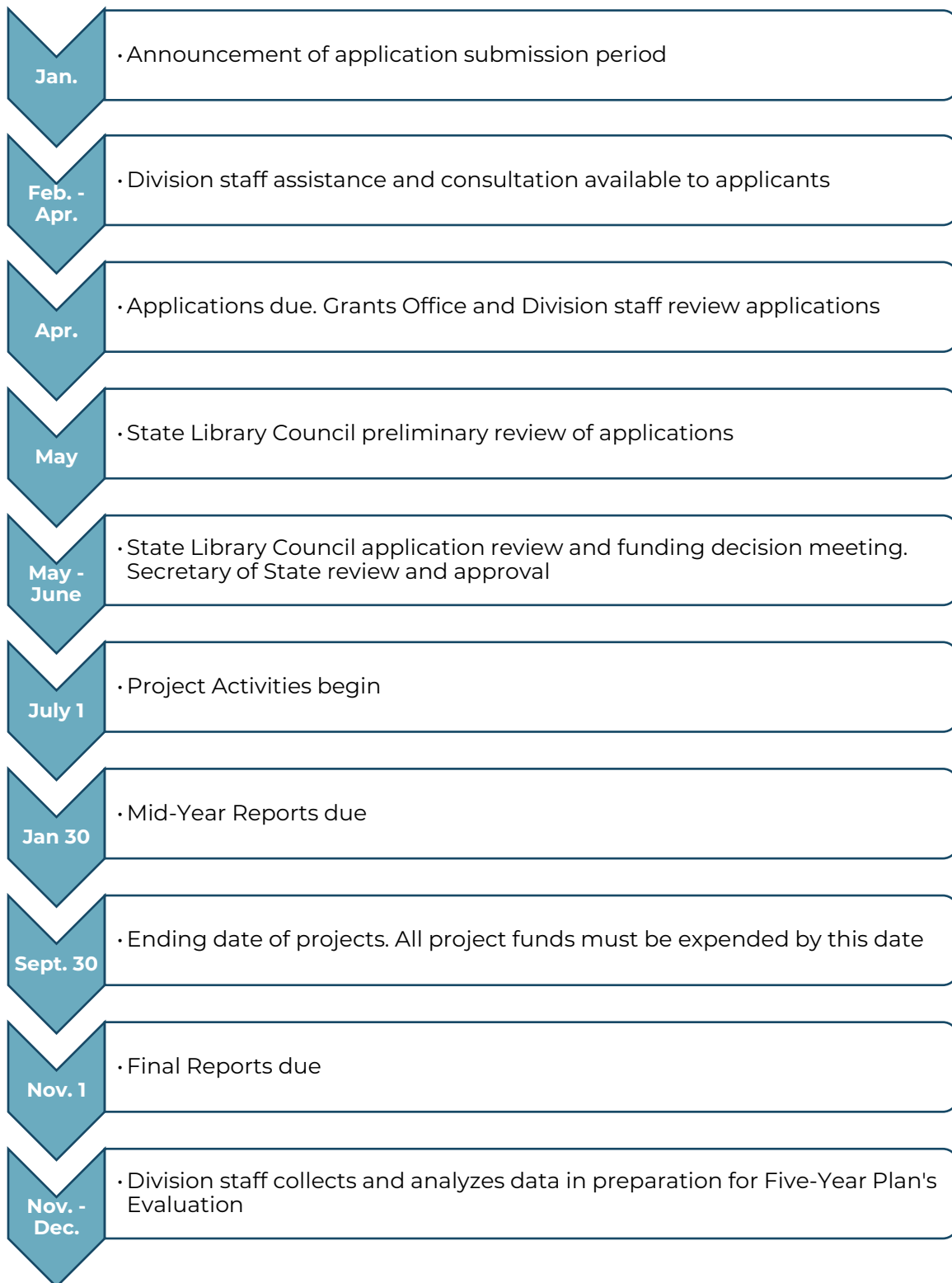
Addressed by Goal 2

8. Carry out other activities consistent with the purposes set forth in 20 U.S.C § 9121, as described in the SLAA's plan.

Addressed by Goal 1, Goal 2 and Goal 3

Project Timeline

Timeline cycles annually for all projects including internal statewide, external statewide, and local annual competitive grant recipients.



Coordination Efforts

Measuring Success Crosswalk

This is the crosswalk that maps each goal to one or more of the six Measuring Success focal area(s) and maps associated projects to one or more of the fourteen corresponding intent(s).

Goal 1: Institutional Capacity, Lifelong Learning

Programs	Focal Area Intent
BLDing Institutional Capacity	Improve the library workforce; improve library operations.
Continuing Education and Training	Improve the library workforce.
Director Connections	Improve the library workforce.
E-Rate	Improve library operations.
Leadership Development and Recruitment	Improve the library workforce.
Library Data and Statistics	Improve library operations.
MLC Continuing Education Programs	Improve the library workforce.
Adult Learning	Improve users' formal education; improve users' general knowledge and skills.
Florida Library Youth Program	Improve users' formal education; improve users' general knowledge and skills.

Table 9

Goal 2: Information Access

Programs	Focal Area Intent
Florida Electronic Library	Improve users' ability to discover information resources; improve users' ability to obtain and/or use information resources.
Florida Memory	Improve users' ability to discover information resources; improve users' ability to obtain and/or use information resources.
Florida Statewide Digital Initiative	Improve users' ability to discover information resources.
State Library Services	Improve users' ability to obtain and/or use information resources.
Ask a Librarian	Improve users' ability to discover information resources.
TBLC Courier Services	Improve users' ability to obtain and/or use information resources.

Table 10

Goal 3: Economic and Employment Development, Human Services, Civic Engagement

Programs	Focal Area Intent
Community Engagement	Improve users' ability to participate in their community; improve users' ability to apply information that furthers their personal or family health and wellness.
Right Service at the Right Time	Improve users' ability to participate in their community; improve users' ability to apply information that furthers their personal or family health and wellness; Improve users' ability to use resources and apply information for employment support.
Florida Library Jobs	Improve users' ability to use resources and apply information for employment support.

Table 11

The Division will coordinate and partner with other state agencies and offices both to strengthen existing and develop new relationships that foster collaboration. Coordinating with other agencies to better serve the target populations of the statewide programs is in the Division's best interest and as such, we will continue to cultivate partnerships when possible. This effort will complement and not replace established federal or state investments.

Evaluation Plan

Florida has defined its goals to reflect more accurate, measurable success in anticipation of this plan's evaluation. One recommendation the evaluator of the 2018-2022 LSTA Five-Year Plan made was to revamp the way we frame our goals and to identify the best measurements that show progress to a goal. As such, the Division has defined and framed our goals in a manner that should clearly indicate whether they have been achieved, partially achieved, or not achieved by the end of the 2023-2027 period.

For each goal, the Division created one or more objective. By achieving the objective linked to each goal, we can show progress toward achieving the Division's ultimate goals. Our objectives are largely crafted out of IMLS' focal area intents. This approach aligns the IMLS language and framework more closely with Florida's LSTA program.

The Division has enumerated measures or indicators that we believe are a reliable and viable means of collecting data tied to the objective(s) of a goal. These measures include surveys required by IMLS for certain types of programs and internally constructed surveys that our statewide program managers distribute to program participants. The results of these surveys will be collected by grant program managers in addition to general program outcomes.

Stakeholder Involvement

In order to better implement the contents of the Five-Year Plan, the Division will advise our external statewide programs, internal statewide programs, and annual competitive grants recipients of their role in helping the Division achieve its goals. As always, the Division will be open to suggestions and feedback provided by grant recipients via monthly webinar discussions, internal program activities, and communication with users. Throughout the life of the Five-Year Plan, the Division will utilize its State Library Council as an external advisory board. The State Library Council is empowered with reviewing federal grant applications received by the Division and with making funding recommendations following review. The State Library Council is composed of representation from across the range of libraries in the state of Florida.

Communication and Public Availability

Once approved by IMLS, the *Florida Library Services and Technology Act Five-Year Plan 2023-2027* will be made available on the Division's website and distributed to all stakeholders. The Division will also create a summary version of the Plan's goals and objectives, which will be made available on our website and distributed to Florida's libraries. Staff will work with recipients of LSTA grant awards to help them understand and use the framework of the new Five-Year Plan. The indicators, outcomes and benefits for all grant programs, both external to and within the Division, will be updated and clarified to match the new plan for the purposes of analysis and evaluation. Division staff will discuss the new plan during one or more of the monthly *DLIS Discussions*, provide information about it during Division Updates held quarterly, share it widely in our newsletters and on social media, include it in training for returning and new LSTA grant program managers, and work with the State Library Council, all to assist in understanding and working collaboratively toward achieving the new plan's goals.

Monitoring

Division staff will actively monitor *Florida Library Services and Technology Act Plan 2023-2027* through annual collection and review of data. The State Data Coordinator, LSTA Grants Coordinator and other staff will work with Florida's LSTA grant recipients to help their understanding and appropriate collection of data relevant to their programs. The State Data Coordinator will ensure that annual data collection will be gathered and analyzed each year in compliance with this plan. This data will be collected year over year by the State Data Coordinator in order to facilitate annual reviews and a complete evaluation over multiple years.

Appendix I - Acknowledgements

This plan was created and developed by the following:

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Northeast Florida Library Information Network
Panhandle Library Access Network Inc.
Southeast Florida Library Information Network Inc.
Southwest Florida Library Network Inc.
The State Library Council
Tampa Bay Library Consortium

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Appendix III – Expanded Program Summaries

Applicable to all Goals

Competitive Grants Program

Florida anticipates continuing its competitive projects awarded each year that will also further the goals and objectives outlined in this plan. Program summaries for each of these projects will be submitted annually as part of the State Program Report.

Goal 1, Objective 1.1 Program Summaries

BLDing Institutional Capacity

BLD staff work proactively with local library staff, governing officials, trustees and community library supporters to ensure that libraries are strong and vigorous. Consultants keep abreast of national and statewide trends to share with Florida library staff; interpret library-related state and federal law, rule and policies; and highlight best practices related to library trends and services, personnel and basic library operations. BLDing Institutional Capacity targets all types of library staff in the state of Florida, including public, academic and special libraries.

Continuing Education and Training

The Continuing Education and Training (CET) Program provides professional development trainings for library staff throughout the state of Florida. The Program disseminates information on resources and services made available through LSTA funding (FLYP, E-Rate and other BLD programs) as well through contracted services (WebJunction and Tech-Talk). The CET Program also works with the five Multitype Library Cooperatives to provide training to library staff through the five regional and one statewide continuing education programs. The target populations for the Continuing Education and Training Program are Florida's public and academic library staff and volunteers, K-12 school librarians, archivists, state of Florida employees, library school students and members of the general public interested in topics covered by webinars delivered by staff in the Division of Library and Information Services (Division).

Director Connections

The Director Connections program provides training orientation sessions and consultations for library directors, especially those who are new or transitioning in their roles. The consultant plans and facilitates topical training on a variety of current issues for new directors, directors of cooperatives, and directors of small, rural and municipal libraries. The consultant also provides orientation training sessions for partner institutions. These trainings focus on applicable statutory, legal and administrative policies and practices affecting their work. Director Connections targets library directors and administrative staff.

E-Rate

The E-Rate Consultant assists Florida library staff with E-Rate inquiries on a case-by-case basis, as submitted by telephone or email. The Consultant distributes updates from the Federal Communications Commission and Universal Service Administrative Co. (USAC) about the E-Rate program and related Emergency Broadband Benefit (EBB) and Affordable Connectivity Program (ACP) and provides virtual training for library staff across a variety of media. The E-Rate program is targeted toward library staff, particularly administrator or systems specialists.

Leadership Development and Recruitment/SSLLI

The Leadership Development and Recruitment Coordination program is focused on building Florida library staff's professional capacity through professional development opportunities and recruiting quality candidates to fill current position vacancies in libraries of all types. The program has three components, the Sunshine State Library Leadership Institute (SSLLI), the Annual Public Library Directors Meeting, and Florida Library Jobs. The SSLLI is a leadership institute designed to add to the professional development of library staff. The Annual Public Library Directors Meeting offers a venue for library directors, leaders and partners of the Division to learn from national thought leaders, keep up with trends and issues, and share best practices. Florida Library Jobs is a website used by libraries to post open positions and job seekers to find new opportunities. The target of this program is library staff.

Library Data and Statistics

The Library Data and Statistics program is responsible for collecting, analyzing and publishing data pertaining to Florida libraries, the five multitype library cooperatives and Division of Library and Information Services' library grant programs. The State Data Coordinator (SDC) reports the annual public library statistics to the Institute of Museum and Library Services and publishes those reports and the multitype library cooperative reports on the Division's website. The SDC also maintains a directory of Florida libraries. The target of this program is library staff.

Multitype Library Cooperative Continuing Education Programs

Florida has five multitype library cooperatives covering each region of the state. These cooperatives, known as MLCs, partner with the Division to further the Division's mission. Each MLC offers a high-quality, professional development program to members through a combination of in-person and online training. All training is free for Florida library staff to attend. Online trainings are archived and posted to the MLCs' websites for continued access by library staff. These programs are targeted toward library staff.

Meetings of Florida Library Staff

The Meetings of Florida Library Staff program puts together an annual meeting for public library directors throughout the state as a way for them to connect with colleagues from other public libraries, learn about topics specific to their professions and positions from national leaders, and interact with the Division of Library and Information Services staff. These meetings provide a mechanism through which public library administrators receive high-level training about topics ranging from advocacy to community engagement.

Goal 1, Objective 1.2 Program Summaries

Adult Learning

The Adult Learning program supports libraries in developing and implementing projects and programs for adults, seniors and special populations through resource acquisition and sharing, and information sharing through the BLD website, webinars and in-person presentations, newsletters and social media. The target of this program is library staff, adults, seniors and special populations.

Florida Library Youth Program

The Florida Library Youth Program (FLYP) offers a framework that library staff can use to improve services and enhance the library experience for youth. FLYP assists Florida's public library staff to create summer and yearly activities for both youth and families through

national planning, face-to-face workshops, training, consultation and access to program materials. The Florida Library Youth Program targets library and partner staff.

Goal 2, Objective 2.1 Program Summaries

Florida Electronic Library

The Florida Electronic Library provides public access to 49 databases and 254 e-books for all ages and levels of research, from grades 5-12 to post-graduate, professional and general interest researchers. The program includes training for library staff, educators and even the general public on updates, tips and tricks, new material, new services and how to use the tools available within the resources. It also provides the flelibrary.com portal to information, the FEL support portal and the statistics/analytics dashboard. The target for this program is K-12, academic and public library users, researchers of all ages and education levels, and educators.

Florida Memory

The Florida Memory Program provides free online access to select archival resources from the collections of the State Archives of Florida and the State Library of Florida. Florida Memory chooses materials for digitization that illuminate significant events and individuals in the state's history and help educate Floridians and millions of other people around the world about Florida history and culture. The target of this program is the general public, including scholars, historical and family researchers, students, authors, documentarians and journalists.

Florida Statewide Digital Initiative

This program creates a partnership with the Sunshine State Digital Network (SSDN), which uploads Florida metadata to the Digital Public Library of America. SSDN does outreach, training and helping partners to mitigate their metadata, and Division staff are involved with those working groups. The target for this program is K-12 students, academic and general interest researchers, public library staff and educators.

State Library and Statewide Resource Sharing

Through its vast and unique collections of materials the State Library strives to serve the general public's specialized information needs regarding Florida, supplement the collections of libraries statewide through resource sharing and assist library staff at public libraries, public K-12 schools or public academic libraries in the state of Florida. The State Library also promotes statewide resource sharing through programs such as the Florida Library Information Network (FLIN), which is the statewide cooperative network for interlibrary loan and resource sharing and helps to coordinate the Florida Library Delivery Service that is managed by the Tampa Bay Library Consortium (TBLC). This program targets library staff, academic and professional researchers, and the general public.

Ask a Librarian

Ask a Librarian (AAL) is Florida's collaborative virtual reference service. The service provides live reference assistance to Florida residents at their moment of need via chat, email and SMS. The Tampa Bay Library Consortium (TBLC) manages the Ask a Librarian service provided by Florida libraries to their patrons. This program targets the general public.

TBLC Courier Services

The Florida Library Delivery Service (DLLI), managed by the Tampa Bay Library Consortium (TBLC) in partnership with the State Library of Florida, provides a fast, cost-contained courier service for the State of Florida. The service encourages and enables resource sharing among

Florida libraries. As a result of the Statewide Library Delivery Service, interlibrary loan and reciprocal borrowing within Florida has increased substantially over the past several years. This program targets library staff, academic and professional researchers, and the general public.

Goal 3, Objective 3.1 Program Summaries

Community Engagement

The Community Engagement and Resources Program assists library staff with navigating e-government resources, developing new methods of engaging with their community and connecting staff with unique programmatic opportunities and resources. The program manages the Stars in the Sunshine State campaign that showcases the innovative programs and services in Florida Libraries. Additionally, the program partners with the Orange County Library System to administer the statewide portal, Right Service at the Right Time, which delivers access to regional and local e-government, human and social services. The target groups are Florida library staff and their communities, library stakeholders and members of the public.

Right Service at the Right Time

The Right Service at the Right Time is a Florida statewide program designed to connect the working poor and jobless individuals experiencing homelessness, with social services and government assistance programs. It is designed to provide online resources to those who desire privacy in their search for assistance and those who may not be comfortable talking to others about their need for help. The Orange County Library System is responsible for the hosting, development and ongoing management of The Right Service at the Right Time (RSRT) database.

Florida Library Jobs

The Southeast Florida Library Information Network (SEFLIN) maintains the FloridaLibraryJobs.org service to match qualified applicants with Florida employers, the purpose of which is to attract and retain qualified library staff in the state of Florida. To employers, the service is promoted as an effective, no-cost method to advertise position vacancies and recruit qualified applicants. To attract highly qualified applicants, the service is advertised through the state's two information schools, the Florida Library Association and the Multitype Library Cooperatives. The target of this program is library staff and the general public.

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