

**EVALUATION OF FLORIDA'S 2018-2022 FIVE-YEAR PLAN  
IMPLEMENTATION**

***Relating to the Library Services and Technology Act (LSTA)***

***Grants to States Program***

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Dr. James Walther	Executive Director, TBLC
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## EVALUATION SUMMARY

The Grants to States program is the largest source of federal funding support for library services in the U.S.<sup>1</sup> Each year, the Institute of Museum and Library Services (IMLS or Institute) distributes more than \$160 million among the State Library Administrative Agencies (SLAAs), using a population-based formula.<sup>2</sup> Grants to States projects support the purposes and priorities outlined in the Library Services and Technology Act (LSTA).<sup>3</sup> The IMLS requires each SLAA to independently evaluate activities funded by the IMLS prior to the end of the Five-Year Plan and provide a report of its findings to the Institute’s Director.<sup>4</sup>

The Division of Library and Information Services (DLIS or Division) of the Florida Department of State serves as the SLAA for the state of Florida<sup>5</sup> and allocates the funds received from the LSTA Grants to States program to a variety of grants throughout the state. These grants comprise 25 statewide grant programs administered by the Division and its external partners as well as several competitive grants awarded to organizations including, but not limited to, public libraries within the state. The statewide grant programs typically receive LSTA Grants to States program awards over multiple years. In comparison, applicants for competitive grant projects generally apply for funding for one year, with some exceptions.

This evaluation reviewed the LSTA Grants to States program allotment expenditures and related grant activities for Fiscal Years 2018-2019, 2019-2020, and 2020-2021 based on Florida’s 2018-2022 Five Year Plan. Key findings and recommendations from the evaluation are summarized below.

***A-1. To what extent did your Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?***

Florida’s 2018-2022 Five-Year Plan includes the following two state goals and corresponding eight outcomes:

- Goal 1 – Services: Floridians use information and innovative and responsive services from all types of libraries and archives that meet diverse information needs.
- Goal 2 – Strengthen Libraries: Floridians use libraries with staff, resources and facilities that transform to meet user needs.

While Goal 2 and at least one of the corresponding outcomes apply to all statewide grant programs, 10 of the 25 programs also address Goal 1 and at least one outcome associated with that goal. These 10 programs include some of the larger statewide grant programs, based on the LSTA Grants to States program award expenditures. Broadly, the two state goals are designed to empower library staff with the necessary skills and resources to effectively respond to the evolving needs of the local communities.

The evaluator surveyed the LSTA Grants to States Program Administrator and the program managers for the statewide grant programs for their personal appraisal of progress made toward the state goals and outcomes. The evaluator also requested data associated with the grant activities for the three-year review period from the Director of the Division. After reviewing the state goals and outcomes, survey responses, and the data relating to each statewide grant program, the evaluator estimates that the Division and its external partners have “partly achieved” each of the two state goals. The aspirational nature of the state goals and the touchpoint data collected by the Division with regards to the grant activities for each statewide grant

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<sup>1</sup> Institute of Museum and Library Services, *Grants to States*, <https://www.imls.gov/grants/grant-programs/grants-states> (last visited March 1, 2022).

<sup>2</sup> *Id.*

<sup>3</sup> *Id.*

<sup>4</sup> Institute of Museum and Library Services, *Grants to States: Five Year Evaluations*, <https://www.imls.gov/grants/grants-state/five-year-evaluations> (last visited March 1, 2022).

<sup>5</sup> [Section 257.12\(1\), Florida Statutes](#).

program (e.g., number of face-to-face trainings, number of webinars, number of attendees/participants, length of presentation, number of views, number of electronic materials and licensed databases acquired, and communication via various social media platforms) limited the ability to draw conclusive correlations between grant activities and progress made towards each stated goal.

Moving forward, the evaluator recommends that the Director of the Division consider the following:

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 make 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.
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 and cumulative program review by program managers of statewide grant programs.

***A-2. To what extent did your Five-Year Plan activities achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?***

During the three-year period under review as part of this evaluation, the statewide grant programs and competitive grant projects addressed an assortment of national priorities associated with the IMLS' Measuring Success focal areas and intents. Information Access and Institutional Capacity emerged as the two focal areas for the statewide grant programs. Nearly 67 percent of the total LSTA Grants to States program funds allocated to statewide grant programs was used to support six programs that addressed at least one of the two national priorities associated with the Information Access focal area (i.e., "Improve users' ability to discover information resources" or "Improve users' ability to obtain and/or use information resources"). The remaining statewide grant program allocation was used to fund 19 programs that addressed the Institutional Capacity focal area and corresponding "Improve the library workforce" or "Improve library operations" focal intent.

In comparison, the competitive grant projects addressed a variety of focal areas, including Lifelong Learning, Information Access, Institutional Capacity, Civic Engagement, Economic & Employment Development, and Human Services.

***A-3. Did any of the following groups represent a substantial focus for your Five-Year Plan activities?***

For the purposes of responding to this question, the evaluator focused only on the 25 statewide grant programs administered by the Division and its external partners because the statewide grant programs typically receive LSTA Grants to States program awards over multiple years. In comparison, applicants for competitive grant projects generally apply for funding for one year, with some exceptions. Between Fiscal Year 2018-2019 and Fiscal Year 2020-2021, statewide grant programs accounted for approximately 84 percent of the total allocation from the LSTA Grants to States program allotment to Florida (\$26,493,703).

Based on the list provided by the IMLS for this evaluation, only library workforce met the description of substantial focus.

***B-1. How have you used any data from the State Program Report (SPR) and elsewhere (e.g., Public Libraries Survey) to guide activities included in the Five-Year Plan?***

The Division collects data from the program managers for the statewide grant programs (including the Division's external partners) on a monthly, mid-year, and annual basis. Some of the data collected by the program managers are included in the Florida Department of State's annual Long Range Program Plan Report

to the Governor and the Legislature and in the annual State Program Report to the IMLS. The Division uses the data for planning purposes and considering programmatic enhancements, which may include expanding program scope, spinning off new programs, or discontinuing a program or activity.

The program managers for statewide grant programs administered by the Division collect data from a variety of sources, including the Division's Bureau of Library Development (BLD) Services Survey of Florida library staff annual program surveys, post training/webinar feedback surveys, social media analytics, newsletter analytics, and conversational feedback to identify user needs, gauge the adequacy of outreach efforts, inform program activities, improve service delivery, and make program projections for planning purposes. Training sessions account for a major focus of the statewide grant program activities, and most of the program managers indicated using post training/webinar survey data to identify relevant content for future sessions or to adjust the length and frequency of training/webinar sessions. In addition, data are also used to guide other types of activities (e.g., identify items for digitization and purchase electronic books).

The Division's external partners also reported using data from the SPR and other sources (e.g., organization's annual report, annual program surveys, post training/focus group feedback, and program-specific reports) for program planning purposes. In addition, the partners indicated using data to identify trends, determine user needs, and meet the deliverables associated with the programs.

***B-2. Specify any modifications you made to the Five-Year Plan. What was the reason for this change?***

The Division did not make any changes to the two state goals and corresponding eight outcomes that were reflected in Florida's approved 2018-2022 Five-Year Plan. However, the Division adjusted the state plan with regards to the applicability of state goals and outcomes for some of the statewide grant programs. Additionally, the Division renamed two statewide grant programs and expanded the scope of one of those two programs to include outreach efforts, programmatic enhancements, statewide partnerships, and telling the library story component.

***B-3. How and with whom have you shared data from the SPR and from other evaluation resources? How have you used the last Five-Year Evaluation to inform data collected for the new Five-Year Evaluation? How have you used this information throughout this five-year cycle?***

As indicated earlier, the Division includes some of the data collected by the program managers in the Florida Department of State's annual Long Range Program Plan Report to the Governor and the Legislature and in the annual State Program Report to the IMLS. The Division also shares with each program manager the information specific to their program which is submitted to the IMLS. Information from the SPR and grant program reports have been utilized to create handouts for use by library supporters during both federal library legislative days as well as state library legislative days. In addition, the Division posts training statistics and other information relating to the grant programs on the Division's website.

The Division integrated some of the observations and recommendations from the 2013-2017 Five-Year Evaluation Report (Five-Year Evaluation Report) into program planning as well as data collection and reporting, service delivery, and outreach efforts. For instance, the Five-Year Evaluation Report highlighted the need for consistency in collecting data elements to allow for longitudinal comparison of such data. Accordingly, the Division created a standard form for collecting monthly statistics from the program managers for the various statewide grant programs.

Some of the Division's external partners reported sharing data from their annual report and other sources with one or more of their stakeholders (e.g., organization's internal staff, board members, member libraries, and vendors that coordinate grant activities) and using either the Five-Year Evaluation Report or the lessons learned from the evaluation process for a variety of purposes (e.g., highlight program services, assess

program needs, plan events for the following year, write new grants, and explore marketing opportunities to improve program awareness).

***C-1. Identify how you implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called Selection of an Independent Evaluator.***

The Division issued a request for proposal containing details of the 2018-2022 Five-Year Evaluation project and requirements for the evaluators. The Division received one proposal and after reviewing the proposal, decided to move in a different direction. The Five-Year Evaluation project was ultimately assigned to Dr. Shruti Graf, Policy and Research Coordinator, Office of the Secretary, Florida Department of State. Dr. Graf does not report to Ms. Amy Johnson, Director of the Division. Dr. Graf has extensive experience in conducting research and policy analysis and has previously conducted program review and evaluation of education programs in the state, employing both quantitative and qualitative research methods.

***C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and reliability.***

The evaluator utilized the following four primary methods to compile reliable information for the evaluation of Florida's implementation of its 2018-2022 Five-Year Plan: 1). Survey of LSTA Grants to States Program Administrator and the program manager for each statewide grant program, which included the grant programs administered by Division staff as well as those administered by the Division's external partners, 2). Review of relevant documents published on the Division's website as well as on the IMLS' website, 3). Analysis of data provided by the Division, and 4). Weekly meetings with Ms. Johnson, and Mr. Tom Peña, the Division's Budget and Legislative Liaison, to discuss contextual information relating to the LSTA Grants to States program administration and related data.

In addition to the methods described above, the evaluator followed up with a few of the program managers by phone to seek clarification regarding their response to items on the survey. The evaluator also interviewed Ms. Johnson for information relating to the impact of hurricanes and the Covid-19 pandemic on grant administration and service delivery, modifications to a statewide grant program scope, use of program data, and plans for sharing the findings and recommendations from this evaluation.

***C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation. How did you engage them?***

As discussed in the response to question C-2, the evaluator engaged in meetings with Ms. Johnson and Mr. Peña and surveyed the LSTA Grants to States Program Administrator as well as the program manager for each statewide grant program.

***C-4. Discuss how you will share the key findings and recommendations with others.***

The Director of the Division plans to share this evaluation report with staff within the Division, the Division's external partners for statewide grant programs, and the State Library Council. A copy of this evaluation report will also be published on the Division and IMLS websites. In addition, the Director plans to integrate the findings and recommendations from this evaluation into the state's 2023-2027 LSTA Grants to States Five-Year Plan.

## EVALUATION REPORT

### Background

Florida's public libraries, spread across 67 counties in the state, provide valuable services and resource materials to the residents of this state.<sup>6</sup> They also make robust contribution to the state economy through the purchase of goods and services from Florida suppliers.<sup>7</sup> A recent economic impact study underscores the sizable impact of Florida public libraries' purchases of inputs (goods and services) on economic activity and employment in the state.<sup>8</sup> These outcomes are made possible through the support provided to Florida's public libraries by the Division of Library and Information Services (DLIS or Division) of the Florida Department of State.<sup>9</sup>

The Division is designated as the state library administrative agency authorized to accept, receive, administer and expend any moneys, materials or any other aid granted, appropriated or made available by the United States or any of its agencies for the purpose of giving aid to libraries and providing educational library service in the state.<sup>10</sup> The overall mission of the DLIS is to promote and enhance library, records management, and archival services for the state of Florida.<sup>11</sup> The Division seeks to ensure access to information resources for the citizens of Florida, government agencies, libraries, businesses, and educational institutions.<sup>12</sup>

The Division administers a variety of statewide grant programs and competitive grants that are awarded to organizations that include, but are not limited to, public libraries within the state. During Fiscal Year 2019-2020, there were a total of 551 service outlets statewide which provided library services.<sup>13</sup> These outlets included 481 branch or cooperative member library locations, 50 central library locations, and 20 mobile libraries.<sup>14</sup> To administer some of the statewide grant programs, the Division partners with the Orange County Library System and five Multitype Library Cooperatives (MLCs).

The MLCs are established in Florida law with the intent to meet the educational and informational needs of the residents of this state through cooperation among libraries of all types for the development of library services.<sup>15</sup> The five MLCs include the following: Northeast Florida Library Information Network (NEFLIN), Panhandle Library Access Network Inc. (PLAN), Southeast Florida Library Information Network Inc. (SEFLIN), Southwest Florida Library Network Inc. (SWFLN), and Tampa Bay Library Consortium (TBLC).<sup>16</sup> The map below

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<sup>6</sup> Division of Library and Information Services, Florida Department of State, *Florida's Public Libraries: Economic Impact Study*, <https://www.dos.myflorida.com/library-archives/library-development/data/economic-impact/> (last visited March 1, 2022).

<sup>7</sup> *Id.*

<sup>8</sup> Bureau of Economic and Business Research (BEBR), University of Florida, *Florida's Public Libraries: Economic Impact Study FY 2018-2019 and FY 2019-2020* (Sep. 30, 2021), available at <https://files.floridados.gov/media/705060/economic-impact-study.pdf>, at 2.

<sup>9</sup> *Id.*, at 3.

<sup>10</sup> [Section 257.12\(1\), Florida Statutes](#).

<sup>11</sup> Division of Library and Information Services, Florida Department of State, *About Us*, <https://dos.myflorida.com/library-archives/about-us/> (last visited March 1, 2022).

<sup>12</sup> *Id.*

<sup>13</sup> Institute of Museum and Library Services, *Table 1 – Access to Library Services – FY 2019-2020*, available at <https://files.floridados.gov/media/704953/table-01-access-to-library-services-fy2019-20.pdf>.

<sup>14</sup> *Id.*

<sup>15</sup> [Section 257.40, Florida Statutes](#).

<sup>16</sup> Division of Library and Information Services, Florida Department of State, *Multitype Library Cooperatives*, <https://dos.myflorida.com/library-archives/research/florida-information/libraries/multitype-library-cooperatives/> (last visited March 1, 2022).



provides a visual representation of the counties served by each MLC with regards to Florida’s state grant program administration.<sup>17</sup>

### Multitype Library Cooperative Service Areas



This report focuses on the statewide grant programs and competitive grant projects funded by the Grants to States program, which is the largest source of federal funding support for library services in the U.S.<sup>18</sup> Each year, using a population-based formula, the Institute of Museum and Library Services (IMLS) distributes more than \$160 million among the State Library Administrative Agencies (SLAAs) for projects that support the purposes and priorities outlined in the Library Services and Technology Act (LSTA).<sup>19</sup> The SLAAs are authorized to use the funds to support statewide initiatives and services, and distribute the funds through competitive subawards to, or cooperative agreements with, public, academic, research, school, or special libraries or consortia.<sup>20</sup> Prior to the end of the Five-Year Plan, each SLAA is required to independently evaluate activities funded by the IMLS and provide a report of its findings to the Director of the IMLS.<sup>21</sup>

With a population of over 21 million people, Florida is the third most populous state in the nation<sup>22</sup> and receives the third largest LSTA Grants to States program allotment.<sup>23</sup> In recent years, Florida has consistently received over \$8.5 million annually from the LSTA Grants to States program. Table 1 displays the allotment to Florida since Fiscal Year 2018-2019.

**Table 1. LSTA Grants to States: Allotment to Florida<sup>24</sup>**

	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Florida	\$8,644,793.00	\$8,877,156.00	\$8,971,754.00	\$9,053,930.00

<sup>17</sup> Division of Library and Information Services, Florida Department of State, *Library Cooperative Grants*, <https://www.dos.myflorida.com/library-archives/library-development/funding/cooperative/> (last visited March 1, 2022).

<sup>18</sup> Institute of Museum and Library Services, *Grants to States*, <https://www.ims.gov/grants/grant-programs/grants-states> (last visited March 1, 2022).

<sup>19</sup> State Library Administrative Agencies are official agencies charged by law with the extension and development of library services. *Id.*

<sup>20</sup> For-profit and federal libraries are not eligible to receive the Grants to States program funds. *Id.*

<sup>21</sup> Institute of Museum and Library Services, *Grants to States: Five Year Evaluations*, <https://www.ims.gov/grants/grants-state/five-year-evaluations> (last visited March 1, 2022).

<sup>22</sup> Florida Department of State, *Quick Facts*, <https://dos.myflorida.com/florida-facts/quick-facts/> (last visited March 1, 2022).

<sup>23</sup> Institute of Museum and Library Services, *Grants to States: State Allotments*, <https://www.ims.gov/grants/grants-state/state-allotments> (last visited March 1, 2022).

<sup>24</sup> *Id.*

Florida has used these funds to support a variety of grant programs and projects throughout the state. Most of the LSTA Grants to States program allotment to Florida is used to support statewide grant programs, with the remaining funds used toward LSTA grant administration (i.e., 4 percent) and competitive grant awards. The statewide grant programs typically receive LSTA Grants to States program awards over multiple years. In comparison, applicants for competitive grant projects generally apply for funding for one year, with some exceptions. During Fiscal Year 2020-2021, in addition to the annual allotment from the LSTA Grants to States program, Florida also received over \$1.9 million in a one-time allotment from the “Coronavirus Aid, Relief, and Economic Security Act” (CARES Act).<sup>25</sup> Funds allotted from the CARES Act were awarded exclusively to 25 competitive grant projects. These projects were in addition to the competitive grant projects that received support from the LSTA Grants to States program allotment. Table 2 displays the expenditure of funds received from both the LSTA Grants to States program and CARES Act allotments.

**Table 2. Grant Allotment to Florida – Expenditures by Grant Type**

Grant Type	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total
<b>Annual LSTA Grants to States Program Allotment</b>				
Statewide Grant Programs	\$7,514,468.28 (86.92%)	\$7,510,222.76 (84.60%)	\$7,269,859.60 (66.62%)	\$22,294,550.64
Competitive Grant Projects	\$784,533.00 (9.08%)	\$1,011,847.00 (11.40%)	\$1,265,396.40 (11.60%)	\$3,061,776.40
LSTA Grant Administration	\$345,791.72 (4.00%)	\$355,086.24 (4.00%)	\$436,498.00 (4.00%)*	\$1,137,375.96
<b>Grants to States Total</b>	<b>\$8,644,793.00</b>	<b>\$8,877,156.00</b>	<b>\$8,971,754.00</b>	<b>\$26,493,703.00</b>
<b>CARES Act Allotment</b>				
Competitive Grant Projects			\$1,940,696.00 (17.78%)	\$1,940,696.00
<b>Total Allotment</b>	<b>\$8,644,793.00</b>	<b>\$8,877,156.00</b>	<b>\$10,912,450.00</b>	<b>\$28,434,399.00</b>

Source: Division of Library and Information Services, Florida Department of State.

\*Note: During Fiscal Year 2020-2021, the DLIS received a one-time allotment from the CARES Act in the amount of \$1,940,696 which was in addition to \$8,971,754 from the LSTA Grants to States program allotment, thereby increasing the total allotment for the year to \$10,912,450 to Florida. Accordingly, \$436,498 allocated to LSTA Grant Administration during Fiscal Year 2020-2021 represents 4 percent of the total allotment to Florida for Fiscal Year 2020-2021. The percent of funds used to support statewide grant programs and competitive grant projects during FY 2020-2021 are also based on the total allotment to Florida for that year.

This evaluation reviewed the LSTA Grants to States program allotment expenditures and related grant activities associated with the 25 statewide grant programs as well as several competitive grant projects that received support from the LSTA Grants to States program allotment to Florida. Twelve of the 25 statewide grant programs are administered by the Division, while the remaining 13 statewide grant programs are administered by the Division in partnership with an MLC or other library system (i.e., Orange County Library System). Of the 25 statewide grant programs, the Florida Electronic Library (FEL) is the largest, representing over 42 percent of the total LSTA Grants to States program allotment expenditures over the three-year period, beginning with Fiscal Year 2018-2019. The FEL offers access to accurate and verifiable sources of

<sup>25</sup> Institute of Museum and Library Services, *Library Services and Technology Act State Allotment Table – FY 2020 CARES Act IMLS Appropriations (Public Law 116-136)*, available at <https://www.ims.gov/sites/default/files/caresactallotmenttablefy2020.pdf>.

electronic information for all age groups. It is available to all Florida residents, including students in Florida’s public K-12 schools, colleges, and universities, and Independent Colleges and Universities of Florida (ICUF) institutions, and can be accessed 24 hours a day. The FEL content, resources, and services are licensed for:

- 11,437,704 registered library patrons of Florida public libraries for remote access and any person accessing content from within Florida’s public libraries and their outlets,
- Faculty, staff, and students at Florida’s public colleges and universities and ICUF institutions, and
- Faculty, staff, and students of Florida’s public K-12 schools.

Table 3 provides a list of the statewide grant programs that received LSTA Grants to States program awards between Fiscal Year 2018-2019 and Fiscal Year 2020-2021. A brief description of each statewide grant program is available under Appendix E.

**Table 3. LSTA Grants to States Program Award – Statewide Grant Programs**

No.	Organization	Program	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total Award	%
1.	DLIS	Florida Electronic Library	\$2,939,699.00	\$3,577,278.93	\$2,982,485.79	\$9,499,463.72	42.61%
2.	DLIS	State Library Services	\$843,463.00	\$887,437.27	\$1,034,143.25	\$2,765,043.52	12.40%
3.	DLIS	Florida Memory	\$656,961.00	\$555,259.87	\$518,113.77	\$1,730,334.64	7.76%
4.	TBLC*	FL Library Webinars	\$262,014.00	\$256,849.00	\$273,825.00	\$792,688.00	3.56%
5.	DLIS	Florida Library Youth Program	\$259,443.00	\$234,279.78	\$197,290.67	\$691,013.45	3.10%
6.	TBLC*	Ask a Librarian	\$195,462.00	\$204,347.00	\$223,820.00	\$623,629.00	2.80%
7.	PLAN*	Training	\$200,000.00	\$200,000.00	\$220,000.00	\$620,000.00	2.78%
8.	SWFLN*	Training	\$200,000.00	\$200,000.00	\$218,429.00	\$618,429.00	2.77%
9.	TBLC*	Training	\$197,290.00	\$199,307.00	\$220,000.00	\$616,597.00	2.77%
10.	SEFLIN*	Training	\$200,000.00	\$200,000.00	\$215,286.00	\$615,286.00	2.76%
11.	NEFLIN*	Training	\$200,000.00	\$200,000.00	\$204,800.00	\$604,800.00	2.71%
12.	DLIS	BLDing Institutional Capacity	\$153,593.28	\$183,516.84	\$246,972.86	\$584,082.98	2.62%
13.	TBLC*	FL Library Delivery Service	\$145,974.00	\$145,974.00	\$160,571.00	\$452,519.00	2.03%
14.	DLIS	Library Data and Statistics	\$204,735.00	\$46,966.89	\$69,248.35	\$320,950.24	1.44%
15.	DLIS	Continuing Education and Training	\$164,314.00	\$53,258.06	\$98,283.67	\$315,855.73	1.42%
16.	DLIS	Connected Directors & Library Literacy Programs	\$142,626.00	\$65,869.82	N/A	\$208,495.82	0.94%

No.	Organization	Program	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total Award	%
17.	DLIS	New Director Connections and E-Rate (Equal Access to All)	\$76,759.00	\$41,637.56	\$80,949.83	\$199,346.39	0.89%
18.	NEFLIN*	Sunshine State Library Leadership Institute	\$63,167.00	\$63,167.00	\$69,484.00	\$195,818.00	0.88%
19.	DLIS	Leadership Development and Recruitment Coordination	\$136,332.00	\$28,156.76	\$9,953.13	\$174,441.89	0.78%
20.	Orange County Library System*	Right Service at the Right Time	\$53,458.00	\$52,694.00	\$59,345.00	\$165,497.00	0.74%
21.	TBLC*	Meetings of FL Library Staff	\$45,251.00	\$57,251.00	\$49,776.00	\$152,278.00	0.68%
22.	DLIS	E-Government/Community Engagement and Resources	\$88,053.00	N/A	\$64,013.97	\$152,066.97	0.68%
23.	DLIS	FL Statewide Digital Initiative	\$40,931.00	\$11,712.98	\$29,068.31	\$81,712.29	0.37%
24.	SEFLIN*	FL Library Jobs	\$21,961.00	\$21,959.00	\$24,000.00	\$67,920.00	0.30%
25.	SWFLN*	Connected Director and Library Literacy Programs	\$22,982.00	\$23,300.00	N/A	\$46,282.00	0.21%
<b>Total</b>			<b>\$7,514,468.28</b>	<b>\$7,510,222.76</b>	<b>\$7,269,859.60</b>	<b>\$22,294,550.64</b>	

Source: Division of Library and Information Services (DLIS), Florida Department of State.

\*Note: Program is administered by the DLIS in partnership with a Multitype Library Cooperative or other library system.

In addition to the statewide grant programs, the Division uses a portion of the LSTA Grants to States program allotment to provide competitive grant awards to projects throughout the state. During Fiscal Year 2018-2019, \$784,533 of the LSTA Grants to States program awards were distributed among 54 competitive grant projects in the state. Although the number of projects receiving competitive grant awards dropped to 11 and 24 during Fiscal Year 2019-2020 and Fiscal Year 2020-2021 respectively, the amount awarded to the competitive grant projects as well as their share of the total funds allotted to Florida grew during both fiscal years. As Table 2 shows, the competitive grant project awards increased to \$1,011,847 during Fiscal Year 2019-2020 and \$1,265,396.40 during Fiscal Year 2020-2021. A list of the competitive grant projects that received LSTA Grants to States program awards during each fiscal year under review as part of this evaluation is available under Appendices F, G, and H, reflecting information for Fiscal Year 2018-2019, Fiscal Year 2019-2020, and Fiscal Year 2020-2021, respectively.

## A. Retrospective Questions

**A-1. To what extent did your Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?**

- **Organize findings around each goal of the state's 2018-2022 Five-Year Plan.**
- **Categorize each goal as either 1) achieved, 2) partly achieved, or 3) not achieved.**

As mentioned earlier, the statewide grant programs typically receive LSTA Grants to States program awards over multiple years. In comparison, applicants for competitive grant projects generally apply for funding for one year, with some exceptions. Accordingly, for the purposes of responding to this question, the evaluator focused exclusively on the 25 statewide grant programs administered by the Division of Library and Information Services (Division) and its partners for statewide grant programs (external partners).

Florida's 2018-2022 Five-Year Plan includes the following two state goals and eight outcomes corresponding to those goals:<sup>26</sup>

- **Goal 1 – Services:** Floridians use information and innovative and responsive services from all types of libraries and archives that meet diverse information needs.
  - Outcome 1: Users access libraries that understand and respond positively to the diverse needs of different geographical locations, cultures, ages, abilities, socioeconomic backgrounds, and education levels.
  - Outcome 2: Users access desired information and educational resources and services in various formats.
  - Outcome 3: Users benefit from and engage in programs that promote all types of literacy, including reading and technology skills.
- **Goal 2 – Strengthen Libraries:** Floridians use libraries with staff, resources and facilities that transform to meet user needs.
  - Outcome 4: Libraries provide users improved services through resource sharing.
  - Outcome 5: Library staff and stakeholders are trained and have competencies to meet current and future needs of library users with evolving services and resources.
  - Outcome 6: Libraries have a technology infrastructure that is flexible and innovative.
  - Outcome 7: Libraries have support for ongoing development to provide continually improved services.
  - Outcome 8: Libraries benefit from strategic relationships and partnerships with public and private entities to develop and implement innovative, responsive, and sustainable services.

While Goal 2 and at least one of the corresponding outcomes apply to all statewide grant programs, 10 of the 25 programs also address Goal 1 and at least one outcome associated with that goal. These 10 programs include some of the larger statewide grant programs, based on the LSTA Grants to States program award expenditures. Since the approval of Florida's 2018-2022 Five-Year Plan (state plan), the Division adjusted the state plan with regards to the applicability of state goals and outcomes for some of the statewide grant programs. For instance, the Division added the application of Goal 2, Outcome 5 to the Florida Electronic Library program and discontinued the application of Goal 2, Outcome 6 to the Library Data and Statistics program. Table 4 shows the adjustments that the Division made with regards to the applicability of goals and outcomes to the statewide grant programs.

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<sup>26</sup> Division of Library and Information Services, Florida Department of State, *Florida's Libraries Transform Communities: Florida's Library Services and Technology Act Plan 2018-22* (June 2017), available at <https://www.ims.gov/sites/default/files/state-profiles/plans/florida5yearplan.pdf>, at 10.

**Table 4. Goals and Outcomes for Statewide Grant Programs (FY 2018-2019 – FY 2021-2022)**

No.	Organization	Program	Goals and Outcomes							
1.	DLIS	Florida Electronic Library		G1 OC2			G2 OC5		G2 OC7	
2.	DLIS	State Library Services		G1 OC2		G2 OC4	G2 OC5			
3.	DLIS	Florida Memory Program		G1 OC2			G2 OC5			
4.	TBLC*	Florida Library Webinars					G2 OC5			
5.	DLIS	Florida Library Youth Program			G1 OC3		G2 OC5		G2 OC7	G2 OC8
6.	TBLC*	Ask a Librarian					G2 OC5		G2 OC7	
7.	PLAN*	Training					G2 OC5			
8.	SWFLN*	Training					G2 OC5			
9.	TBLC*	Training					G2 OC5			
10.	SEFLIN*	Training					G2 OC5			
11.	NEFLIN*	Training					G2 OC5			
12.	DLIS	BLDing Institutional Capacity					G2 OC5		G2 OC7	
13.	TBLC*	Florida Library Delivery				G2 OC4	G2 OC5			
14.	DLIS	Library Data and Statistics					G2 OC5	G2 OC6**	G2 OC7	
15.	DLIS	Continuing Education and Training					G2 OC5		G2 OC7	G2 OC8
16.	DLIS	Connected Director and Library Literacy Program			G1 OC3		G2 OC5		G2 OC7	G2 OC8
17.	DLIS	New Director Connections and E-Rate (Equal Access to All)	G1 OC1				G2 OC5	G2 OC6	G2 OC7	
18.	NEFLIN*	Sunshine State Library Leadership Institute					G2 OC5			

No.	Organization	Program	Goals and Outcomes								
19.	DLIS	Leadership Development and Recruitment Coordination	G1 OC1					G2 OC5		G2 OC7	G2 OC8
20.	Orange County Library System*	Right Service at the Right Time									G2 OC8
21.	TBLC*	Meetings of FL Library Staff									G2 OC8
22.	DLIS	E-Government/Community Engagement and Resources	G1 OC1					G2 OC5		G2 OC7	G2 OC8
23.	DLIS	Florida Statewide Digital Initiative		G1 OC2				G2 OC5		G2 OC7	G2 OC8
24.	SEFLIN*	Library Jobs								G2 OC7	
25.	SWFLN*	Connected Director and Library Literacy Program			G1 OC3			G2 OC5		G2 OC7	G2 OC8

Source: Division of Library and Information Services (DLIS), Florida Department of State.

\*Note 1: Program is administered by the DLIS in partnership with a Multitype Library Cooperative or other library system.

Note 2: Goals and outcomes that were included in the FY 2018-2019 – FY 2021-2022 Five-Year Plan are indicated in black ink. Goals and outcomes that were added after approval of the FY 2018-2019 – FY 2021-2022 Five-Year Plan are reflected in blue ink. \*\*Indicates a goal and outcome that was included in the FY 2018-2019 – FY 2021-2022 Five-Year Plan but that no longer applies to the specified statewide grant program.

Broadly, the two state goals are designed to empower library staff with the necessary skills and resources to effectively respond to the evolving needs of the local communities. The outcomes are prioritized under each goal based on the purposes and priorities of the LSTA.<sup>27</sup> As discussed under the Methodology section of this report, the evaluator surveyed the LSTA Grants to States Program Administrator and the program manager for each statewide grant program for their personal appraisal of progress made toward the state goals and outcomes. The evaluator also requested data associated with the grant activities for the three-year review period from the Director of the Division. After reviewing the state goals and outcomes, survey responses, and the data relating to each statewide grant program, the evaluator estimates that the Division and its external partners have “partly achieved” each of the two state goals. The aspirational nature of the state goals and the touchpoint data associated with the grant activities for each statewide grant program (e.g., number of face-to-face trainings, number of webinars, number of attendees/participants, length of presentation, number of views, number of electronic materials and licensed databases acquired, and communication via various social media platforms) limited the ability to draw conclusive correlations between grant activities and progress made towards each stated goal.

<sup>27</sup> Institute of Museum and Library Services, *Purposes and Priorities of the Library Services and Technology Act*, <https://www.ims.gov/grants/grants-state/purposes-and-priorities-lsta> (last visited March 1, 2022).

That said, a major focus of the statewide grant programs continues to be regional training sessions. As such, the data elements compiled by the Division underscore the ongoing outreach efforts of the Division and its external partners in developing and organizing training sessions for library staff to help staff acquire the skills and resources they need to respond to the emerging needs of their local communities. The survey responses from the program managers also indicated that the needs of the users continue to evolve, and that library staff are engaged in developing new and innovative services to meet those needs. Accordingly, the program managers generally described the progress toward the state goals and corresponding outcomes as “Achieved,” “Achieved and Ongoing,” “Partially Achieved,” or “Partly Achieved and Ongoing.”

However, a few of the program managers for statewide grant programs administered by the Division indicated that staff turnover resulted in either the assignment of duties associated with the affected program to other staff within the Division or in the hiring of new staff which involved training the new hire in discharging program-specific responsibilities. Consequently, the program managers affected by these staffing changes reported experiencing delays in carrying out certain grant activities which, in turn, impeded their ability to achieve certain outcomes associated with the stated goals timely. Separately, one program manager indicated that platform-specific issues delayed the creation of a statewide digital repository for libraries, archives, museums, and other cultural heritage organizations to host and archive their digitized collections. The Director of the Division informed the evaluator that the contract for the repository is expected to be executed in Spring 2022, allowing for the repository to become available for use by the end of the current Five-Year Plan period.<sup>28</sup> It must be noted that the state is three years into the implementation of its 2018-2022 Five-Year Plan.

In addition to the delays described above, some of the grant activities in Florida’s panhandle area were affected by Hurricane Michael, which made landfall northwest of Mexico Beach, Florida, in October 2018. In the aftermath of Hurricane Michael, the Division assisted a library system in an area impacted by the hurricane to acquire the needed resources that the library system had identified in its grant application in Spring 2019 to enable the library system to carry out its program activities. Florida’s libraries also experienced disruptions resulting from the impact of the Covid-19 pandemic, beginning in March 2020. The Division helped the grantees modify grant activities to continue to accommodate user needs. Accordingly, the grantees adapted their service models to include more virtual or hybrid (both in-person and virtual) programming in lieu of in-person-only offerings.<sup>29</sup>

Finally, several program managers for statewide grant programs administered by the Division reported collecting feedback from program users via surveys on an ongoing basis to continually improve services to meet user needs. Although these feedback surveys, collected annually and post training/webinar sessions, were not included in the data provided by the Division to the evaluator, the practice of collecting and integrating such feedback in program delivery suggests that the Division remains proactive in responding to the needs of library staff in communities throughout the state.

In conclusion, the evaluator estimates that the Division and its external partners have “partly achieved” each of the two state goals. Moving forward, the evaluator recommends that the Director of the Division consider the following:

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 make 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.

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<sup>28</sup> Johnson, Amy. Interview. Conducted by Shruti Graf, Feb. 14, 2022.

<sup>29</sup> Johnson, Amy. Interview. Conducted by Shruti Graf, Feb. 16, 2022.



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 and cumulative program review by program managers of statewide grant programs.

**A-2. To what extent did your Five-Year Plan activities achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?**

During the three-year period under review as part of this evaluation, statewide grant programs and competitive grant projects addressed an assortment of national priorities associated with the IMLS' Measuring Success focal areas and intents. Information Access and Institutional Capacity emerged as the two focal areas for the statewide grant programs. Table 5 shows that nearly 67 percent of the total LSTA Grants to States program funds allocated to statewide grant programs was used to support six programs that addressed at least one of the two national priorities associated with the Information Access focal area (i.e., "Improve users' ability to discover information resources" or "Improve users' ability to obtain and/or use information resources"). The remaining statewide grant program allocation was used to fund 19 programs that addressed the Institutional Capacity focal area and corresponding "Improve the library workforce" or "Improve library operations" focal intent.

**Table 5. Focal Area and Intent for Statewide Grant Programs (FY 2018-2019 – FY 2021-2022)**

No.	Organization	Program	Focal Area	Focal Intent	Total Award
1.	DLIS	Florida Electronic Library	Information Access	Improve users' ability to discover information resources	\$9,499,463.72
2.	DLIS	State Library Services	Information Access	Improve users' ability to discover information resources	\$2,765,043.52
3.	DLIS	Florida Memory	Information Access	Improve users' ability to obtain and/or use information resources	\$1,730,334.64
4.	DLIS	BLDing Institutional Capacity	Information Access	Improve users' ability to obtain and/or use information resources	\$584,082.98
5.	Orange County Library System*	Right Service at the Right Time	Information Access	Improve users' ability to obtain and/or use information resources	\$165,497.00
6.	DLIS	FL Statewide Digital Initiative	Information Access	Improve users' ability to discover information resources	\$81,712.29
<b>Total</b>					<b>\$14,826,134.15 (66.50%)</b>
7.	TBLC*	FL Library Webinars	Institutional Capacity	Improve the library workforce	\$792,688.00
8.	DLIS	Florida Library Youth Program	Institutional Capacity	Improve the library workforce	\$691,013.45
9.	TBLC*	Ask a Librarian	Institutional Capacity	Improve library operations	\$623,629.00
10.	PLAN*	Training	Institutional Capacity	Improve the library workforce	\$620,000.00

No.	Organization	Program	Focal Area	Focal Intent	Total Award
11.	SWFLN*	Training	Institutional Capacity	Improve the library workforce	\$618,429.00
12.	TBLC*	Training	Institutional Capacity	Improve the library workforce	\$616,597.00
13.	SEFLIN*	Training	Institutional Capacity	Improve the library workforce	\$615,286.00
14.	NEFLIN*	Training	Institutional Capacity	Improve the library workforce	\$604,800.00
15.	TBLC*	FL Library Delivery Service	Institutional Capacity	Improve library operations	\$452,519.00
16.	DLIS	Library Data and Statistics	Institutional Capacity	Improve library operations	\$320,950.24
17.	DLIS	Continuing Education and Training	Institutional Capacity	Improve the library workforce	\$315,855.73
18.	DLIS	Connected Directors & Library Literacy Programs	Institutional Capacity	Improve the library workforce	\$208,495.82
19.	DLIS	New Director Connections and E-Rate (Equal Access to All)	Institutional Capacity	Improve the library workforce	\$199,346.39
20.	NEFLIN*	Sunshine State Library Leadership Institute	Institutional Capacity	Improve the library workforce	\$195,818.00
21.	DLIS	Leadership Development and Recruitment Coordination	Institutional Capacity	Improve the library workforce	\$174,441.89
22.	TBLC*	Meetings of FL Library Staff	Institutional Capacity	Improve the library workforce	\$152,278.00
23.	DLIS	E-Government/Community Engagement and Resources	Institutional Capacity	Improve the library workforce	\$152,066.97
24.	SEFLIN*	FL Library Jobs	Institutional Capacity	Improve the library workforce	\$67,920.00
25.	SWFLN*	Connected Director and Library Literacy Programs	Institutional Capacity	Improve the library workforce	\$46,282.00
<b>Total</b>					<b>\$7,468,416.49 (33.50%)</b>
<b>Grand Total</b>					<b>\$22,294,550.64</b>

Source: Division of Library and Information Services (DLIS), Florida Department of State.

\*Note: Program is administered by the DLIS in partnership with a Multitype Library Cooperative or other library system.

In comparison, the competitive grant projects addressed a variety of focal areas, including Lifelong Learning, Information Access, Institutional Capacity, Civic Engagement, Economic & Employment Development, and Human Services. Table 6 displays the focal areas and corresponding intents for the competitive grant projects that received LSTA Grants to States program awards during Fiscal Year 2018-2019. Tables 7 and 8 provide similar information for Fiscal Year 2019-2020 and Fiscal Year 2020-2021, respectively.

**Table 6. Focal Area and Intent for Competitive Grant Projects (FY 2018-2019)**

No.	Organization	FY 2018-2019 Project	Focal Area	Focal Intent	FY 2018-2019 Award
1.	Miami-Dade Public Library System	Lemon City Branch Library YOUmedia Miami and Digital Music Studio of MDPLS	Lifelong Learning	Improve users' general knowledge and skills	\$210,217.00
2.	Miami-Dade Public Library System	Providing Access Archive & Digitize MDPLS Year 2*	Lifelong Learning	Improve users' general knowledge and skills	\$100,314.00
3.	PAL Public Library Cooperative	Bringing the 21st Century to Rural Libraries: Inspiring the Next Generation of Makers and Inventors	Lifelong Learning	Improve users' general knowledge and skills	\$85,858.00
4.	Jacksonville Public Library	Forward Opportunity @ JPL	Lifelong Learning	Improve users' general knowledge and skills	\$71,951.00
5.	Suwannee River Regional Library System	North Florida Heritage	Lifelong Learning	Improve users' general knowledge and skills	\$11,100.00
6.	Suwannee River Regional Library System	Mobile Makerspace Kits	Lifelong Learning	Improve users' general knowledge and skills	\$10,574.00
7.	New River Public Library Cooperative	STEAM Mobile Maker Station Expansion	Lifelong Learning	Improve users' general knowledge and skills	\$9,766.00
8.	Columbia County Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$4,000.00
9.	Northwest Regional Library System	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$4,000.00
10.	Three Rivers Regional Library System	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$4,000.00
11.	Washington County Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$3,940.00
12.	Clay County Public Library System	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
13.	Collier County Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
14.	Hernando County Public Library System	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12

No.	Organization	FY 2018-2019 Project	Focal Area	Focal Intent	FY 2018-2019 Award
15.	Lake Worth Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
16.	Nassau County Public Library System	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
17.	Okaloosa County Public Library Cooperative	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
18.	Orange County Library Board of Trustees	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
19.	Palm Springs Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
20.	Saint Johns County Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
21.	Seminole County Public Library System	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
22.	Volusia County Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.12
23.	North Miami Beach Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.11
24.	North Palm Beach Public Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.11
25.	PAL Public Library Cooperative	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.11
26.	Polk County Library Cooperative	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.11
27.	Sanibel Public Library District	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.11
28.	Suwannee River Regional Library System	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,875.11
29.	Altamonte Springs City Library	Innovation Grant	Lifelong Learning	Improve users' general knowledge and skills	\$2,829.00
<b>Total</b>					<b>\$567,425.98 (72.33%)</b>

No.	Organization	FY 2018-2019 Project	Focal Area	Focal Intent	FY 2018-2019 Award
30.	Broward County Libraries Division	Project Welcome	Civic Engagement	Improve users' ability to participate in their community	\$81,733.00
<b>Total</b>					<b>\$81,733.00 (10.42%)</b>
31.	Pinellas Public Library Cooperative, Inc. Board of Directors	Integrated Ukulele Learning Program	Information Access	Improve users' ability to obtain and/or use information resources	\$9,999.00
32.	Polk County Library Cooperative	Polk SMILES	Information Access	Improve users' ability to discover information resources	\$5,419.00
33.	Gadsden County Public Library System	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$4,000.00
34.	Heartland Library Cooperative	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$4,000.00
35.	Panhandle Public Library Cooperative System	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$4,000.00
36.	Boynton Beach City Library	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.12
37.	Citrus County Library System	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.12
38.	Fort Myers Beach Library District	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.12
39.	Lake Park Public Library	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.12
40.	Osceola County Library System	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.12
41.	Riviera Beach Public Library	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.12
42.	Saint Lucie County Library System	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.12

No.	Organization	FY 2018-2019 Project	Focal Area	Focal Intent	FY 2018-2019 Award
43.	Apalachicola Margaret Key Library	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
44.	Broward County Libraries Division	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
45.	Jacksonville Public Library	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
46.	Lee County Library System	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
47.	Mandel Public Library of West Palm Beach	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
48.	New Port Richey Public Library	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
49.	New River Public Library Cooperative	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
50.	Pinellas Public Library Cooperative, Inc. Board of Directors	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,875.11
51.	Miami-Dade Public Library System	Innovation Grant	Information Access	Improve library's physical and technology infrastructure	\$2,850.30
<b>Total</b>					<b>\$73,395.02 (9.36%)</b>
52.	Pinellas Public Library Cooperative, Inc. Board of Directors	Lending Library Machine	Institutional Capacity	Improve library's physical and technology infrastructure	\$32,900.00
53.	North Miami Beach Public Library	NMB Library STREAM Explorers	Institutional Capacity	Improve library's physical and technology infrastructure	\$19,354.00
54.	Apalachicola Margaret Key Library	Library as Archives: Memory Lab Project	Institutional Capacity	Improve library's physical and technology infrastructure	\$9,725.00
<b>Total</b>					<b>\$61,979.00 (7.90%)</b>
<b>Grand Total</b>					<b>\$784,533.00</b>

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, Miami-Dade Public Library System received funding for the Providing Access Archive & Digitize MDPLS project during Fiscal Years 2018-2019 and 2019-2020.

**Table 7. Focal Area and Intent for Competitive Grant Projects (FY 2019-2020)**

No.	Organization	FY 2019-2020 Project	Focal Area	Focal Intent	FY 2019-2020 Award
1.	Miami-Dade Public Library System	Expanding the Homework Help and Tutoring Program	Lifelong Learning	Improve users' general knowledge and skills	\$253,583.00
2.	PAL Public Library Cooperative	Tech-skills 101: Empowering Rural Children Through 21st Century Technology and Life Skill Education*	Lifelong Learning	Improve users' general knowledge and skills	\$78,667.00
3.	Miami-Dade Public Library System	Providing Access Archive & Digitize MDPLS Year 3*	Lifelong Learning	Improve users' general knowledge and skills	\$70,769.00
4.	Palm Beach County Library System	Pop Up Media Labs	Lifelong Learning	Improve users' general knowledge and skills	\$68,387.00
5.	Panhandle Library Access Network	Early Learning Support for RAO Counties	Lifelong Learning	Improve users' formal education	\$41,333.00
6.	Southeast Florida Library Information Network	Social Work Interns for Public Libraries	Lifelong Learning	Improve users' general knowledge and skills	\$7,500.00
<b>Total</b>					<b>\$520,239.00 (51.41%)</b>
7.	Northwest Regional Library System	Mobile Library	Information Access	Improve users' ability to obtain and/or use information resources	\$198,376.00
8.	Broward County Libraries Division	Virtual AARLCC	Information Access	Improve users' ability to obtain and/or use information resources	\$48,678.00
<b>Total</b>					<b>\$247,054.00 (24.42%)</b>
9.	Panhandle Library Access Network	WCPL Connects	Institutional Capacity	Improve library's physical and technology infrastructure	\$142,000.00
10.	Boynton Beach City Library	Upgrade to RFID Technology	Institutional Capacity	Improve library operations	\$83,991.00
11.	Jacksonville Public Library	JPL Adult Learning Services 2020: Inspire L3D	Institutional Capacity	Improve library operations	\$18,563.00
<b>Total</b>					<b>\$244,554.00 (24.17%)</b>
<b>Grand Total</b>					<b>\$1,011,847.00</b>

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, PAL Public Library Cooperative received funding for the Tech-skills 101: Empowering Rural Children Through 21st Century Technology and Life Skill Education project during Fiscal Years 2019-2020 and 2020-2021. Miami-Dade Public Library System received funding for the Providing Access Archive & Digitize MDPLS project during Fiscal Years 2018-2019 and 2019-2020.

**Table 8. Focal Area and Intent for Competitive Grant Projects (FY 2020-2021)**

No.	Organization	FY 2020-2021 Project	Focal Area	Focal Intent	FY 2020-2021 Award
1.	Miami-Dade Public Library System	MDPLS Adult Learning Academy	Lifelong Learning	Improve user's formal education	\$190,083.00
2.	Lake Park Public Library	Automated Laptop Kiosks	Lifelong Learning	Improve user's general knowledge and skills	\$68,485.00
3.	Broward County Libraries Division	Career Online High School	Lifelong Learning	Improve user's formal education	\$50,701.00
4.	Pasco County Public Library Cooperative	Mobile Makerspace	Lifelong Learning	Improve user's general knowledge and skills	\$50,413.00
5.	Friends of the Columbia County Public Library	Career Online High School in Columbia County	Lifelong Learning	Improve user's formal education	\$43,850.00
6.	Heartland Library Cooperative	Heartland Tales and Tails Through Technology	Lifelong Learning	Improve user's general knowledge and skills	\$35,806.00
7.	PAL Public Library Cooperative	Tech-skills 102: Empowering Rural Children*	Lifelong Learning	Improve user's general knowledge and skills	\$34,838.00
8.	Okaloosa County Public Library Cooperative	Career Online High School – Okaloosa 2021	Lifelong Learning	Improve user's formal education	\$15,450.00
9.	New River Public Library Cooperative	STEAM Mobile Maker Station Expansion	Lifelong Learning	Improve user's general knowledge and skills	\$15,400.00
10.	Indian River County Library	Expanding Technology Skills Education	Lifelong Learning	Improve user's general knowledge and skills	\$9,646.00
<b>Total</b>					<b>\$514,672.00 (40.67%)</b>
11.	Palm Beach County Library System	Digital Display Signage	Information Access	Improve user's ability to discover information resources	\$103,864.00
12.	University of Florida – George A. Smathers Libraries	Making Florida Newspaper Collections Accessible	Information Access	Improve user's ability to discover information resources	\$53,040.00



No.	Organization	FY 2020-2021 Project	Focal Area	Focal Intent	FY 2020-2021 Award
13.	Jacksonville Public Library	JPL Special Collections Preservation Project	Information Access	Improve user's ability to obtain and/or use information resources	\$46,046.00
14.	Lake County Library System	Lake County Cultural Resources Digitization	Information Access	Improve user's ability to discover information resources	\$20,551.00
15.	Walton County Public Library System	Digital Media for Increased Learning	Information Access	Improve user's ability to obtain and/or use information resources	\$18,182.00
16.	Clay County Public Library System	Sensory Inclusive Library Initiative	Information Access	Improve user's ability to obtain and/or use information resources	\$7,500.00
17.	Three Rivers Regional Library System	Bell Library Technology Improvement Project	Information Access	Improve users' ability to obtain and/or use information resources	\$5,787.00
<b>Total</b>					<b>\$254,970.00 (20.15%)</b>
18.	North Miami Beach Public Library	Mobile Library	Institutional Capacity	Improve library operations	\$87,000.00
19.	Lantana Public Library	21st Century Community Library	Institutional Capacity	Improve library's physical and technology infrastructure	\$72,860.00
20.	Palm Beach County Library System	Assistive Listening Devices	Institutional Capacity	Improve library's physical and technology infrastructure	\$64,913.00
<b>Total</b>					<b>\$224,773.00 (17.76%)</b>
21.	University of South Florida – School of Information Library and Responsive Librarianship Info	Creating a Responsive Librarianship Scheme	Human Services	Improve user's ability to apply information that furthers their personal or family health & wellness	\$159,761.40
<b>Total</b>					<b>\$159,761.40 (12.63%)</b>
22.	Southeast Florida Library Information Network	Library/Social Work Collaborations in SE Florida	Civic Engagement	Improve users' ability to participate in their community	\$66,506.00
<b>Total</b>					<b>\$66,506.00 (5.26%)</b>

No.	Organization	FY 2020-2021 Project	Focal Area	Focal Intent	FY 2020-2021 Award
23.	Boynton Beach City Library	Community Pipeline to the Creative Economy	Economic & Employment Development	Improve user's ability to use and apply business resources	\$40,000.00
24.	Polk County Library Cooperative	Stream STEAM to the Team!	Economic & Employment Development	Improve user's ability to use resources and apply information for employment support	\$4,714.00
					<b>\$44,714.00 (3.53%)</b>
<b>Grand Total</b>					<b>\$1,265,396.40</b>

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, PAL Public Library System received funding for the Tech-skills 102: Empowering Rural Children project during Fiscal Years 2019-2020 and 2020-2021.

**A-3. Did any of the following groups represent a substantial focus for your Five-Year Plan activities? (Yes/No)**

- Library workforce (current and future)
- Individuals living below the poverty line
- Individuals that are unemployed/underemployed
- Ethnic or minority populations
- Immigrants/refugees
- Individuals with disabilities
- Individuals with limited functional literacy or information skills
- Families
- Children (aged 0-5)
- School-aged youth (aged 6-17)

For the purposes of this question, a substantial focus would represent at least ten percent of the total amount of resources committed by the overall plan across multiple years.

For those who answer Yes to any of the above groups, please discuss to what extent each group was reached.

If there are important groups that did not meet the ten percent threshold or do not appear in the list above, please consider discussing these as well.

For the purposes of responding to this question, the evaluator focused only on the 25 statewide grant programs administered by the Division and its external partners because the statewide grant programs typically receive LSTA Grants to States program awards over multiple years, whereas the applicants for competitive grant projects generally apply for funding for one year, with some exceptions. Based on the list provided by the IMLS for this evaluation, only library workforce meets the description of substantial focus, as indicated under table 9.

**Table 9. Groups Representing Substantial Focus**

No.	Target Group	Substantial Focus
1.	Library workforce (current and future)	Yes
2.	Individuals living below the poverty line	No
3.	Individuals that are unemployed/ underemployed	No
4.	Ethnic or minority populations	No
5.	Immigrants/refugees	No
6.	Individuals with disabilities	No
7.	Individuals with limited functional literacy or information skills	No
8.	Families	No
9.	Children (aged 0-5)	No
10.	School-aged youth (aged 6-17)	No

Specifically, between Fiscal Year 2018-2019 and Fiscal Year 2020-2021, the Division expended \$22,294,550.64 million toward statewide grant programs, accounting for approximately 84 percent of the total allocation from the LSTA Grants to States program allotment to Florida (\$26,493,703, see Table 2). Table 10 shows general population and library workforce as the two substantial focus groups for the statewide grant programs administered in the state.

**Table 10. Substantial Focus for Statewide Grant Program Activities (FY 2018-2019 – 2021-2022)**

No.	Organization	Program	Target Group	Total Award	%
1.	DLIS	Florida Electronic Library	General	\$9,499,463.72	
2.	DLIS	State Library Services	General	\$2,765,043.52	
3.	DLIS	Florida Memory	General	\$1,730,334.64	
4.	DLIS	Florida Library Youth Program	General	\$691,013.45	
5.	TBLC*	Ask a Librarian	General	\$623,629.00	
6.	TBLC*	FL Library Delivery Service	General	\$452,519.00	
7.	DLIS	Library Data and Statistics	General	\$320,950.24	
8.	Orange County Library System*	Right Service at the Right Time	General	\$165,497.00	
9.	DLIS	FL Statewide Digital Initiative	General	\$81,712.29	
10.	SEFLIN*	FL Library Jobs	General	\$67,920.00	
<b>Total</b>				<b>\$16,398,082.86</b>	<b>73.55%</b>
11.	TBLC*	FL Library Webinars	Library Workforce	\$792,688.00	
12.	PLAN*	Training	Library Workforce	\$620,000.00	
13.	SWFLN*	Training	Library Workforce	\$618,429.00	
14.	TBLC*	Training	Library Workforce	\$616,597.00	
15.	SEFLIN*	Training	Library Workforce	\$615,286.00	
16.	NEFLIN*	Training	Library Workforce	\$604,800.00	
17.	DLIS	BLDing Institutional Capacity	Library Workforce	\$584,082.98	
18.	DLIS	Continuing Education and Training	Library Workforce	\$315,855.73	
19.	DLIS	Connected Directors & Library Literacy Programs	Library Workforce	\$208,495.82	
20.	DLIS	New Director Connections and E-Rate (Equal Access to All)	Library Workforce	\$199,346.39	
21.	NEFLIN*	Sunshine State Library Leadership Institute	Library Workforce	\$195,818.00	
22.	DLIS	Leadership Development and Recruitment Coordination	Library Workforce	\$174,441.89	
23.	TBLC*	Meetings of FL Library Staff	Library Workforce	\$152,278.00	
24.	DLIS	E-Government/Community Engagement and Resources	Library Workforce	\$152,066.97	
25.	SWFLN*	Connected Director and Library Literacy Programs	Library Workforce	\$46,282.00	
<b>Total</b>				<b>\$5,896,467.78</b>	<b>26.45%</b>
<b>Grand Total</b>				<b>\$22,294,550.64</b>	

Source: Division of Library and Information Services (DLIS), Florida Department of State.

\*Note: Program is administered by the DLIS in partnership with other library system or a Multitype Library Cooperative.

Although the competitive grant projects are not included in the response to this question because these projects typically do not receive funding over multiple years and do not meet the ten percent threshold for substantial focus, the evaluator reviewed the target groups for the competitive grant projects and found that the groups served by such projects included general population, library workforce, school-aged youth (aged 6-17), children (aged 0-5), individuals living below the poverty line, and ethnic or minority population. A list of target groups for the competitive grant projects is available under Appendices I, J, and K for Fiscal Year 2018-2019, Fiscal Year 2019-2020, and Fiscal Year 2020-2021, respectively.

## B. Process Questions

### **B-1. How have you used any data from the State Program Report (SPR) and elsewhere (e.g., Public Libraries Survey) to guide activities included in the Five-Year Plan?**

The Division collects data from the program managers (including the Division's external partners) for the statewide grant programs on a monthly, mid-year, and annual basis. Some of the data collected by the program managers are included in the Florida Department of State's annual Long Range Program Plan Report to the Governor and the Legislature and in the annual State Program Report to the IMLS. The Division uses the data for planning purposes and considering programmatic enhancements, which may include expanding program scope, spinning off new programs, or discontinuing a program or activity.<sup>30</sup>

The program managers for statewide grant programs administered by the Division reported that they collect data from a variety of sources, including the Division's Bureau of Library Development (BLD) Services Survey of Florida library staff, annual program surveys, post training/webinar feedback surveys, social media analytics, newsletter analytics, and conversational feedback to identify user needs, gauge the adequacy of outreach efforts, inform program activities, improve service delivery, and make program projections for planning purposes. Training sessions account for a major focus of the statewide grant program activities, and most of the program managers indicated using post training/webinar survey data to identify relevant content for future sessions or to adjust the length and frequency of training/webinar sessions.

In addition, data are also used to guide other types of activities that are included in the state's current Five-Year Plan. For instance, one program manager highlighted reviewing circulation data to identify the items for digitization. Another program manager reported using Gale statistics to identify the most used databases and most used eBooks. The program manager also indicated using Gale Analytics to track top search terms and purchasing two sets of e-Books based on the most prevalent search terms.

Similar to the Division's practice of ongoing program review, the Division's external partners also collect and review data from different sources to guide their program activities. For instance, a program manager associated with one Multitype Library Cooperative (MLC) indicated reviewing data published on the Division's website to identify overall trends for program planning purposes. In comparison, program managers associated with another MLC reported continually using data from the cooperative's annual report to examine user feedback and usage statistics to determine user needs and meet the deliverables associated with the programs. A different external partner reported using the unemployment data from the organization's annual report to underscore the need for the program site and using the trends identified in the report to guide training opportunities. Additionally, a few of the Division's external partners indicated using data collected from annual program surveys, post training/focus group feedback, and program-specific reports (e.g., annual report by Florida's Council on Homelessness, United Way of Florida's ALICE Report, and Bureau of Labor Statistics data). In one instance, an external partner reported contracting with another entity to serve as the facilitator for the program. According to that external partner, at the start of a new grant cycle, the program facilitator is responsible for meeting with Division staff to plan the program and create the program curriculum based on data compiled by the Division. At the end of each grant cycle, the program facilitator meets with Division staff to review available data provided by the Division and evaluate the program.

With regards to LSTA grant administration, data are collected from workshop evaluations and the Division/BLD Services Survey to improve the administration of the grant programs.

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<sup>30</sup> Johnson, Amy. Interview. Conducted by Shruti Graf, Feb. 28, 2022.

**B-2. Specify any modifications you made to the Five-Year Plan. What was the reason for this change?**

The Division did not make any changes to the two state goals and corresponding outcomes that were reflected in Florida’s approved 2018-2022 Five-Year Plan. However, as mentioned earlier, the Division adjusted the state plan with regards to the applicability of state goals and outcomes for some of the statewide grant programs. For instance, the Division added the application of Goal 2, Outcome 5 to the Florida Electronic Library program and discontinued the application of Goal 2, Outcome 6 for the Library Data and Statistics program. Table 4 shows the adjustments that the Division made with regards to the applicability of goals and outcomes to the statewide grant programs.

Additionally, the Division renamed two statewide grant programs and changed the scope of one of those two programs. Specifically, the Division changed the name of the E-Government program to the Community Engagement and Resources program during Fiscal Year 2019-2020. The Division also changed the scope of the program. According to the Director of the Division, as e-government services have become more prominent and normalized over the past ten years, there are fewer needs for the Division’s E-Government program to focus solely on e-government resources and services. Accordingly, during Fiscal Year 2019-2020, the scope of the E-Government program was expanded to include outreach efforts, programmatic enhancements, statewide partnerships, and telling the library story component. Programmatic enhancements include, but are not limited to, activities associated with disaster preparedness and services for individuals with autism and hearing loss. Finally, the Division also renamed the Florida Public Library Directors Meeting program to the Meetings of Florida Library Staff program to be more descriptive and inclusive of program activities.<sup>31</sup>

**B-3. How and with whom have you shared data from the SPR and from other evaluation resources? How have you used the last Five-Year Evaluation to inform data collected for the new Five-Year Evaluation? How have you used this information throughout this five-year cycle?**

As indicated earlier, the Division includes some of the data collected by the program managers in the Florida Department of State’s annual Long Range Program Plan Report to the Governor and the Legislature and in the annual State Program Report to the IMLS. The Division also shares with each program manager the information specific to their program which is submitted to the IMLS. Information from the SPR and grant program reports have been utilized to create handouts for use by library supporters during both federal library legislative days as well as state library legislative days. In addition, the Division posts training statistics and other information relating to the grant programs on the Division’s website.<sup>32</sup>

The program managers for the statewide grant programs administered by the Division reported sharing data collected from a variety of sources with staff within the Division, library staff in the field, library stakeholders, and the Florida Library Association. The survey of program managers revealed that the Division integrated some of the observations and recommendations from the 2013-2017 Five-Year Evaluation Report (Five-Year Evaluation Report) into program planning as well as data collection and reporting, service delivery, and outreach efforts. For instance, the Five-Year Evaluation Report highlighted the need for consistency in collecting data elements to allow for longitudinal comparison of such data. Accordingly, the Division created a standard form for collecting monthly statistics from the program managers for the various statewide grant programs. One program manager indicated that the standardized data collection and reporting format has improved analysis of training programs, making it easier to highlight the successes associated with such programs. Another program manager reported improving outreach efforts to create more awareness among library staff in the field about program services, based on a finding reported in the Five-Year Evaluation Report. Similarly, a recommendation from the Five-Year Evaluation Report prompted the Manager of a

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<sup>31</sup> Johnson, Amy. Interview. Conducted by Shruti Graf, Feb. 16, 2022.

<sup>32</sup> Johnson, Amy. Interview. Conducted by Shruti Graf, Feb. 28, 2022.

program to expand the program's outreach activities, include a social media marketing campaign to promote the program, and disseminate information about partnership opportunities and state and national trends.

Four of the five MLC partners reported sharing data from their annual report and other sources with one or more of their stakeholders (e.g., organization's internal staff, board members, member libraries, and vendors that coordinate grant activities). Most of these partners indicated using either the Five-Year Evaluation Report or the lessons learned from the evaluation process for a variety of purposes (e.g., highlight program services, assess program needs, plan events for the following year, write new grants, and explore marketing opportunities to improve program awareness). For instance, one MLC program manager indicated sharing the unemployment data from the annual report with the cooperative's stakeholders and including the data in grant application and reporting activities. Based on a finding in the Five-Year Evaluation Report, the program manager reported that the cooperative started collecting more data on the number of jobs posted monthly by type of library and improved its marketing efforts to create more awareness about the cooperative's service as a free resource for employers. A different MLC program manager reported using the Five-Year Evaluation Report as a benchmark in service standards for program offerings. Another program manager mentioned that the Five-Year Evaluation helped the cooperative consider updates to the cooperative's platform and opportunities for more training. In addition, the program manager indicated that the five-year cycle also provides the cooperative an opportunity to review predominant trends.

With regards to LSTA grant administration, the Five-Year Evaluation Report prompted the Division to annually modify its grant application, evaluation, and reporting processes to ensure that the data are collected and reported accurately.

## **C. Methodology Questions**

### **C-1. Identify how you implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called Selection of an Independent Evaluator.**

On July 2, 2021, the Division of Library and Information Services (Division) issued a request for proposal containing details of the 2018-2022 Five-Year Evaluation project and requirements for the evaluators. The Division received one proposal and after reviewing the proposal, decided to move in a different direction. The Five-Year Evaluation project was ultimately assigned to Dr. Shruti Graf, Policy and Research Coordinator, Office of the Secretary, Florida Department of State. Dr. Graf does not report to Ms. Amy Johnson, Director of the Division. Dr. Graf has served in various analytical roles within legislative and executive branch offices of the state government. She has extensive experience in conducting research and policy analysis and has previously conducted program review and evaluation of education programs in the state, employing both quantitative and qualitative research methods.

### **C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and reliability.**

The evaluator utilized the following four primary methods to compile reliable information for the evaluation of Florida's implementation of its 2018-2022 Five-Year Plan: 1). Survey of LSTA Grants to States Program Administrator and the program manager for each statewide grant program, which included the grant programs administered by Division staff as well as those administered by the Division's external partners, 2). Review of relevant documents published on the Division's website as well as on the IMLS' website, 3). Analysis of data provided by the Division, and 4). Weekly meetings with Ms. Johnson, and Mr. Tom Peña, the Division's Budget and Legislative Liaison, to discuss contextual information relating to the LSTA Grants to States program administration and related data.

During initial meetings relating to the 2018-2022 Five-Year Evaluation project, Ms. Johnson informed the evaluator that the Division addressed staff turnover in 5 of the 12 statewide grant programs administered by the Division by either hiring new staff or assigning the duties associated with the affected program to other staff within the Division. In such cases, the evaluator surveyed more than one staff involved in managing the program during any time within the three-year period (i.e., between Fiscal Year 2018-2019 and Fiscal Year 2020-2021).

The evaluator utilized the Guidelines for the IMLS Grants to States Five-Year Evaluation to design the survey. After Ms. Johnson reviewed and approved the survey, the evaluator emailed the survey to the program managers for the statewide grant programs on October 15, 2021. The evaluator also participated in an introductory meeting with the program managers and their supervisors on October 18, 2021. The meeting was organized by Ms. Johnson to introduce the evaluator, provide an overview of the 2018-2022 Five-Year Evaluation project, and offer an opportunity to the LSTA Grants to States Program Administrator and program managers to ask questions about the survey items or the evaluation in general. The evaluator emailed the survey to the Division's external partners on October 18, 2021. The LSTA Grants to States Program Administrator and every Program Manager (including all external partners) responded to the survey.

In addition to the methods described above, the evaluator followed up with a few of the program managers by phone to seek clarification regarding their response to items on the survey. The evaluator also interviewed Ms. Johnson for information relating to the impact of hurricanes and the Covid-19 pandemic on grant administration and service delivery, modifications to a statewide grant program scope, use of program data, and plans for sharing the findings and recommendations from this evaluation.

Finally, the data provided by the Division to the evaluator did not include program-specific user feedback data associated with the grant activities. Additionally, the evaluator did not survey a sample of the user groups served by the different statewide grant programs. Both these factors limited the ability to draw conclusions about the extent to which the activities made progress towards the two state goals. That said, according to one program manager who was surveyed for this evaluation, the Division's Bureau of Library Development Services Survey of Florida library staff for 2018-2021 period shows that the Bureau, which administers most of the statewide grant programs, provides good quality and timely information. Specifically, 85 percent of the survey respondents reported that the general quality of the services and the timeliness of response received from Bureau staff was Good or Excellent. Additionally, 88 percent said the quality of the communications from the Bureau was Good or Excellent.

**C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation. How did you engage them?**

As discussed in the response to question C-2, the evaluator engaged in meetings with Ms. Johnson and Mr. Peña and surveyed the LSTA Grants to States Program Administrator as well as the program manager for each statewide grant program.

**C-4. Discuss how you will share the key findings and recommendations with others.**

Ms. Johnson, Director of the Division, plans to share this evaluation report with staff within the Division, the Division's external partners for statewide grant programs (i.e., Northeast Florida Library Information Network (NEFLIN), Panhandle Library Access Network Inc. (PLAN), Southeast Florida Library Information Network Inc. (SEFLIN), Southwest Florida Library Network Inc. (SWFLN), Tampa Bay Library Consortium (TBLC), and the Orange County Library System), and the State Library Council. A copy of this evaluation will also be published on the Division's website as well as on the IMLS' website. In addition, the Director plans to integrate the findings and recommendations from this evaluation into the state's 2023-2027 LSTA Grants to States Five-Year Plan.



## **Appendix A: List of Acronyms**

1. BLD – Bureau of Library Development, Division of Library and Information Services, Florida Department of State
2. CARES Act – Coronavirus Aid, Relief, and Economic Security Act
3. DLIS – Division of Library and Information Services, Florida Department of State
4. IMLS – Institute of Museum and Library Services
5. LSTA – Library Services and Technology Act
6. MLC – Multitype Library Cooperative (includes NEFLIN, PLAN, SEFLIN, SWFLN, and TBLC)
7. NEFLIN – Northeast Florida Library Information Network
8. PLAN – Panhandle Library Access Network Inc.
9. SEFLIN – Southeast Florida Library Information Network Inc.
10. SLAA – State Library Administrative Agency
11. SPR – State Program Report
12. SLLI – Sunshine State Library Leadership Institute
13. SWFLN – Southwest Florida Library Network Inc.
14. TBLC – Tampa Bay Library Consortium

**Appendix B: List of People Surveyed**

No.	Name	Title	Organization	Program Managed/Supervised
1.	Ms. Dorothy Frank	Florida Electronic Library Administrator, Bureau of Library Development	DLIS	Florida Electronic Library
2.	Ms. Cathy Moloney	Chief, Bureau of Library and Network Services	DLIS	State Library Services
3.	Mr. Mark Nicolou	Florida Memory Program Director, Bureau of Archives and Records Management	DLIS	Florida Memory
4.	Dr. James Walther	Executive Director	TBLC*	FL Library Webinars
5.	Ms. Kaycee Shiley	Youth Services Consultant, Bureau of Library Development	DLIS	Florida Library Youth Program
6.	Ms. Kelly McDonald	Manager of Programs and Services	TBLC*	Ask a Librarian
7.	Ms. Regina Burgess	Director of Professional Development	PLAN*	Training
8.	Ms. Luly Castro	Executive Director	SWFLN*	Training
9.	Ms. Kelly McDonald	Manager of Programs and Services	TBLC*	Training
10.	Mr. Joshua Stone	Director of Staff Development	SEFLIN*	Training
11.	Mr. Raymond Neal	Continuing Education Coordinator	NEFLIN*	Training
12.	Ms. Dorothy Frank	Florida Electronic Library Administrator, Bureau of Library Development	DLIS	BLDing Institutional Capacity
13.	Dr. James Walther	Executive Director	TBLC*	FL Library Delivery Service
14.	Ms. Dorothy Frank	Florida Electronic Library Administrator, Bureau of Library Development	DLIS	Library Data and Statistics
	Ms. Emily Hart	E-Rate and Director Connections Consultant, Bureau of Library Development		
15.	Ms. Dorothy Frank	Florida Electronic Library Administrator, Bureau of Library Development	DLIS	Continuing Education and Training

No.	Name	Title	Organization	Program Managed/Supervised
16.	Ms. Marian Deeney	Grants Administrator, Bureau of Library Development	DLIS	Connected Directors & Library Literacy Programs
	Ms. Emily Hart	E-Rate and Director Connections Consultant, Bureau of Library Development	DLIS	Connected Directors & Library Literacy Programs
17.	Ms. Emily Hart	E-Rate and Director Connections Consultant, Bureau of Library Development	DLIS	New Director Connections and E-Rate (Equal Access to All)
18.	Ms. Jennifer Eason	Member Services Coordinator	NEFLIN*	Sunshine State Library Leadership Institute
19.	Ms. Claudia Holland	Chief, Bureau of Library Development	DLIS	Leadership Development and Recruitment Coordination
20.	Ms. Vanessa Neblett	Learning Central Manager	Orange County Library System*	Right Service at the Right Time
21.	Ms. Kelly McDonald	Manager of Programs and Services	TBLC*	Meetings of FL Library Staff
22.	Ms. Brittany Wright	Community Engagement Consultant, Bureau of Library Development	DLIS	E-Government/Community Engagement and Resources
	Ms. Kaycee Shiley	Youth Services Consultant ( <i>Previous E-Government Consultant</i> ), Bureau of Library Development		
23.	Ms. Dorothy Frank	Florida Electronic Library Administrator, Bureau of Library Development	DLIS	FL Statewide Digital Initiative
24.	Mr. Joshua Stone	Director of Staff Development	SEFLIN*	FL Library Jobs
25.	Ms. Luly Castro	Executive Director	SWFLN*	Connected Director and Library Literacy Programs
26.	Mr. David Beach	LSTA Grants to States Program Administrator, Bureau of Library Development	DLIS	LSTA Grants Administration

Source: Survey of Program Managers for statewide grant programs.

## Appendix C: Bibliography of All Documents Reviewed

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13. Institute of Museum and Library Services, *Library Services and Technology Act State Allotment Table – FY 2020 CARES Act IMLS Appropriations (Public Law 116-136)*, available at <https://www.ims.gov/sites/default/files/caresactallotmenttablefy2020.pdf>.

14. Institute of Museum and Library Services, *Purposes and Priorities of the Library Services and Technology Act*, <https://www.ims.gov/grants/grants-state/purposes-and-priorities-lsta> (last visited March 1, 2022).
15. Institute of Museum and Library Services, *Search State Program Report (SPR) Projects*, <https://ims-spr.ims.gov/Public/Projects> (last visited March 1, 2022). A hardcopy of the report for Fiscal Years 2018-2019, 2019-2020, and 2020-2021 was provided by the Division staff.
16. Institute of Museum and Library Services, *Table 1 – Access to Library Services – FY 2019-2020*, available at <https://files.floridados.gov/media/704953/table-01-access-to-library-services-fy2019-20.pdf>.
17. [Section 257.12\(1\), Florida Statutes](#).
18. [Section 257.40, Florida Statutes](#).

## Appendix D: Survey Instrument

### LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA)-FUNDED GRANT PROGRAMS: 2018-2019 – 2020-2021

#### Survey of Grant Program Managers

**GRANT PROGRAM:**

***Note:** Please fill out a separate survey for each grant program that you manage. For a list of grant programs that are being reviewed as part of this survey, please see enclosed Appendix 1.*

**Name:**

**Job Title:**

**Bureau:**

**Division:**

**Agency:**

**Phone:**

**Email:**

**Mailing Address:**

**Please see the following documents for reference as you fill out this survey:**

1. **Florida's 2018-2022 Five-Year LSTA Plan** (*Florida's Libraries Transform Communities: Florida's Library Services and Technology Act Plan 2018-22*): <https://files.floridados.gov/media/698097/lstaplan2018-22.pdf>.
2. **Florida's 2013-2017 Five-Year LSTA Evaluation**: <https://files.floridados.gov/media/698611/florida-five-year-evaluation.pdf>.

1. **For how long have you served in the manager role for the grant program that you have indicated on page 1 of this survey?**  
*Please indicate the total number of years that you have served in the manager position for the grant program (including the grant period extending prior to 2018-2019 as well as the grant period between 2018-2019 through 2020-2021). If you have served less than one year in the manager position for the grant program, please indicate the total number of months served.*
  
2. **Please provide a brief overview of the grant program that you manage/managed (within the 2018-2019 through 2020-2021 grant period).**
  
3. **To what extent do the activities associated with the grant program that you manage make progress towards the goals and outcomes associated with Florida's 2018-2022 Five-Year Plan? (Categorize each goal as Achieved/Partly Achieved/Not Achieved)**
  - a. Please organize your observations around each goal and outcome of the state's Five-Year Plan.
  
  - b. Where progress was not achieved as anticipated, please discuss the contributing factors (e.g., staffing, budget, over-ambitious goals, partners).
  
4. **Have you used data from the annual report (i.e., the State Program Report) to guide activities included in Florida's Five-Year Plan for each grant program that you manage? (Yes/No)**
  - a. Please describe how you have used data from the annual report.
  
5. **Have you shared data from the annual report and from other evaluation resources? (Yes/No)**
  - a. How and with whom have you shared data from the annual report for each grant program that you manage?
  
  - b. How have you used the last Five-Year Evaluation (2013-2017) or lessons learned during the evaluation process to inform data collected for the new Five-Year Evaluation with regards to the grant program that you manage?
  
  - c. How have you used this information throughout this five-year cycle for the grant program that you manage?

6. **Do you partner with any library or organization to implement the grant program that you manage? (Yes/No)**
  - a. If yes, please discuss the activities and related goals and outcomes associated with Florida's current plan (2018-2022) which are addressed by the partnering entity.
  
7. **What considerations would you recommend for improving the grant program that you manage?**
  - a. Do you recommend doing anything differently?
  
  - b. Is there anything else you would like to share?



**Appendix 1**

<b>No.</b>	<b>Grant Program</b>
1.	Building Institutional Capacity
2.	Connected Director and Library Literacy Program
3.	Continuing Education and Training
4.	Community Engagement and Resources (E-Government)
5.	Equal Access to All
6.	Florida Electronic Library
7.	Florida Library Youth Program
8.	Florida Memory Program
9.	Florida Statewide Digital Initiative
10.	Leadership Development and Recruitment Coordination
11.	Library Data Statistics
12.	LSTA Grant Administration
13.	State Library Services
14.	TBLC Florida Library Delivery
15.	TBLC Florida Library Webinars
16.	NEFLIN SLLI
17.	TBLC Ask a Librarian
18.	SEFLIN Florida Library Jobs
19.	SWFLN Connected Director
20.	TBLC Meetings of Florida Library Staff
21.	Orange County Right Service at the Right Time
22.	Regional Training Grants: MLC – CE (NEFLIN, PLAN, TBLC, SEFLIN, SWFLN)

**Appendix E: Statewide Grant Program Description (FY 2018-2019 – FY 2020-2021)**

No.	Organization	Program	Description
1.	DLIS	Florida Electronic Library	<p>The Florida Electronic Library (FEL) is an online resource for research materials for Floridians from pre-K through graduate school, covering a range of topics.</p> <p>Florida’s public libraries, public K-12 schools and academic libraries associated with Florida’s public colleges and universities and Independent Colleges and Universities of Florida can provide access to the FEL resources directly through their own websites. The FEL also provides its own web portal at FLELibrary.com. The FEL resources include information for students in kindergarten, elementary, middle, and high school through specific grade-level collections and eBooks; and contains peer-reviewed research for college level students and staff. In addition, the FEL serves as a public information portal for other state agencies and provides:</p> <ul style="list-style-type: none"> <li>• Information on career preparedness and resources to help small business owners.</li> <li>• Health information for consumers and professional health providers.</li> <li>• Access to popular magazines and newspapers as well as specialized collections for arts, history, law, gardening, home improvement, and more.</li> <li>• Training every month on available resources and tools and how to use such resources and tools.</li> </ul> <p>The FEL complements the print information in Florida library collections and serves as a gateway to reputable resources that offers access to comprehensive, accurate, and reliable information from online information resources.</p>
2.	DLIS	State Library Services	<p>Through its collections of books, state government publications, professional library resources, historic maps, manuscripts, and other media, 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, and public academic libraries in the state of Florida by providing a professional collection.</p> <p>The Division strives to promote statewide resource sharing through several programs. The Florida Library Information Network (FLIN), formed in 1968, is a statewide cooperative network for interlibrary loan and resource sharing. FLIN SHAREit is a statewide platform that was launched in 2020 and allows libraries to discover and share items with one another. In conjunction with the Tampa Bay Library Consortium, the Division co-manages the courier services for the Florida Library Delivery Services.</p>
3.	DLIS	Florida Memory	<p>Florida Memory is a digital outreach program that provides free online access to select archival resources from collections of the State Archives of Florida and the special collections of the State Library of Florida. Florida Memory also works with teachers, students, genealogists, historians, and organizations across the state and beyond to promote the study and enjoyment of Florida’s rich history and culture.</p>

No.	Organization	Program	Description
4.	TBLC*	FL Library Webinars	<p>Florida Library Webinars (FLW) continues to be dedicated to bringing up-to-the-date workplace education to the library profession of Florida in a targeted, user-selected, and user-driven platform that allows registered users the ability to take control of their own workplace learning, in any library, for any position, at any time, at no cost to the library or library staff member.</p> <p>The trainers focus on themes and offerings that are the most cutting edge and relevant to those currently working in Florida libraries. Additionally, the TBLC works with content developers who tailor their course offerings to the unique and specific situations in the state of Florida.</p> <p>The TBLC achieves this by offering, not only live webinars, but recorded webinars, furthering FLW's focus of library workplace education at any time or place. The TBLC additionally offers podcasts for those library staff learners who want to take the educational offerings wherever they may find the time and ability to focus on the topics presented.</p>
5.	DLIS	Florida Library Youth Program	<p>The Florida Library Youth Program (FLYP) offers a framework that library staff use to improve services and enhance the literary experience for youth. FLYP assists Florida's public library staff in creating summer activities for both youth and adults through national planning, face-to-face workshops, and access to program materials. The FLYP Consultant presents webinars on current and meaningful topics.</p> <p>The FLYP offers youth services staff assistance to partnered library staff in many ways. This can come in the form of funded allotments to purchase materials for summer library programs or webinars and training workshops for youth and adult services staff. The FLYP staff posts a periodic newsletter called FLYP Forward that offers information about national events, library programs of interest, and book reviews.</p>
6.	TBLC*	Ask a Librarian	<p>Ask a Librarian is Florida's collaborative virtual reference service. It provides live reference assistance to Floridians at their moment of need via chat, email, and SMS. In surveys, the public calls Ask a Librarian "an outstanding service" that is "very helpful and easy to use." Ask a Librarian continues to develop ways to expand as a core service available through Florida libraries. To accomplish this task, the Tampa Bay Library Consortium (TBLC) will continue to focus on streamlining and improving the technical infrastructure, recruit libraries, train library staff, retain and reinvigorate current partners, and market the service to increase use of the service.</p>
7.	PLAN*	Training	<p>The Panhandle Library Access Network Inc. (PLAN) provides opportunities for continuing education and professional development for library staff and volunteers in the Florida Panhandle. Library staff have timely access to relevant training that improves their ability to provide services to library users.</p>

No.	Organization	Program	Description
8.	SWFLN*	Training	<p>Southwest Florida Library Network Inc.'s (SWFLN's) training enables library staff and volunteers to increase their skills in the topics/activities they offer. Subsequently, staff and volunteers are able to use those skills to assist the public. The programs include face-to-face and online training that are open to all library staff and volunteers in Florida at no cost to the participants. The training includes topics that are identified in the SWFLN Continuing Education Surveys.</p> <p>The project also provides member support services in the form of Scholarships, Travel Benefit for the Monroe County Public Library, and On-Call Support for SWFLN member training attendance.</p>
9.	TBLC*	Training	<p>The Tampa Bay Library Consortium (TBLC) offers a comprehensive continuing education program that meets participants' needs for professional and personal development to broaden knowledge, inspire innovative thinking, and help the libraries in the TBLC's service region improve services to their users.</p> <p>The TBLC Regional Continuing Education program complements the Florida Library Webinars program by focusing on in-depth, value-added training to build on and enhance the broad, introductory-level webinar training being provided via the statewide program.</p> <p>The TBLC program includes a focus on interactive, in-depth and face-to-face sessions, including conferences, self-paced and reinforced learning experiences, trendspotting, and nurturing a community of learners in the TBLC's service region. Participation in the program and its events is open to library staff in all Florida libraries.</p>
10.	SEFLIN*	Training	<p>The Southeast Florida Library Information Network Inc. (SEFLIN) training program is designed to meet the training needs of the diverse community of library staff from public, academic, special, and school libraries throughout Southeast Florida. To accomplish this, SEFLIN works with local stakeholders and nationally renowned professional development trainers to create a calendar of events that meet the needs of not only library staff, but of the communities they serve.</p>
11.	NEFLIN*	Training	<p>The Northeast Florida Library Information Network (NEFLIN) Continuing Education (CE) provides training experiences for member library staff through in-person workshops, webinars, and day-long conferences. CE offerings touch on many aspects of the library profession including collection development, user services, technology, and reference. There are also opportunities for personal professional development in areas such as customer service, management, and leadership. The conferences offer the added benefit of giving library staff the opportunity to present to an audience of professional peers.</p>

No.	Organization	Program	Description
12.	DLIS	BLDing Institutional Capacity	The BLDing Institutional Capacity program helps Florida's library staff by communicating information concerning trends, best practices, changes in state and federal laws, and provides updates to the Florida library community. Bureau of Library Development (BLD) staff work proactively with local library staff, governing officials, trustees, and community library supporters to ensure strong, vigorous public libraries. BLD staff write articles, social media posts, Listserv posts, update the Division of Library and Information Services (DLIS) website, provide webinar training and online monthly discussions on a wide variety of topics, and engage in one-to-one consultations with library staff through telephone, virtual meetings, and email.
13.	TBLC*	FL Library Delivery Service	The Florida Library Delivery Service currently provides direct courier delivery service to 208 libraries throughout Florida. Additionally, the program provides service to an additional 85 libraries through internal branch-to-branch connections or "route to stops" facilitated by a courier dropping on route to a library and a second level exchange of the library materials to their return home or requested branch (nearly 300 locations statewide).
14.	DLIS	Library Data and Statistics	<p>The Library Data and Statistics program is responsible for collecting, analyzing, and publishing data pertaining to Florida libraries, the five multitype library cooperatives (MLCs), and the DLIS' library grant programs. The State Data Coordinator (SDC) reports the annual public library statistics to the Museum of Library and Information Services (IMLS) and publishes those reports as well as the MLC reports on the Division's website.</p> <p>The SDC worked with the IMLS and a national cohort of State Data Coordinators to determine trends and changes in library services to update the statistics collected each year. In addition, the SDC works with Florida public library staff to help them understand how to collect and report their statistics for the Annual Statistical Report.</p>
15.	DLIS	Continuing Education and Training	The Continuing Education and Training (CE) program provides Florida library and state agency staff, school media specialists, grants applicants and recipients, genealogists, and others a variety of continuing education opportunities (e.g., services provided by the DLIS and other organizations, nationally produced content for library staff from WebJunction, monthly Tech-Talk webinars, and weekly newsletters containing tips, and advice for best practices on how to use tech to meet library needs). The CE program works with the five MLCs to provide training to library staff through five regional CE programs and one statewide CE program.

No.	Organization	Program	Description
16.	DLIS	Connected Directors & Library Literacy Programs	<p>The program provides training, services, and technical assistance for three user groups: library literacy staff, library supporters, and public library directors.</p> <p>The DLIS conducts workshops to help library staff, volunteers, and literacy partners improve adult literacy services for their communities. In addition, the Division provides training and resources identified by the Library Literacy Planning Committee. The members of this committee are appointed by the Director of the DLIS who also serves as the State Librarian.</p> <p>The program also supports Friends of the Library leadership and members who support libraries through funding and volunteering. New public library directors receive consultation and support after they are hired through the program. They receive instruction about Florida governance, state grants, planning, and much more.</p>
17.	DLIS	New Director Connections and E-Rate (Equal Access to All)	<p>The E-Rate Consultant assists Florida library staff with E-Rate inquiries on a case-by-case basis, carried out via telephone or email. The Consultant distributes updates from the Federal Communications Commission and Universal Service Administrative Company (USAC) about the E-Rate program and related Emergency Broadband Benefit (EBB) and Emergency Connectivity Fund (ECF) programs, provides virtual training for library staff, and composes communications on E-Rate, EBB, and ECF developments, which are disseminated to Florida applicants via a variety of media. The Consultant tracks funding commitments to Florida libraries and creates content for the Division's E-Rate webpage as needed.</p> <p>Beginning in May 2020, the Consultant initiated "welcome calls" for new and interim directors, delivered training specific to their libraries and communities, and worked one-on-one with new directors throughout the year.</p>
18.	NEFLIN*	Sunshine State Library Leadership Institute	<p>The goal of the Sunshine State Library Leadership Institute (SLLI) is to prepare library leaders with the skills to deliver the highest quality library services to library users in the most effective and innovative manner to meet today's needs and tomorrow's challenges. The program takes place over 10 months and includes monthly face-to-face cohort meetings where participants learn and practice leadership essentials from the Institute Facilitator and through group collaboration, independent assignments, projects completed between sessions, and a formal mentoring partnership. The program culminates in a graduation ceremony at the DLIS in July of each year in Tallahassee, Florida. Each participant meets one-on-one with an assigned executive leadership coach for four coaching sessions throughout the program. Each participant also meets for two one-on-one sessions with the Institute Facilitator during the course of the program for progress monitoring purposes.</p>

No.	Organization	Program	Description
19.	DLIS	Leadership Development and Recruitment Coordination	The Sunshine State Library Leadership Institute (SLLI) is a statewide library leadership program that includes a competency-based curriculum, mentoring component, and a project requirement, designed for professional librarians as well as those in management and supervisory positions without a master's degree in Library Science. The SLLI is open to individuals from all types of libraries.
20.	Orange County Library System*	Right Service at the Right Time	The Right Service at the Right Time is Florida's e-government and social services website. The target audience includes the homeless, jobless, and underemployed who use the site to locate services in their county to receive aid and assistance for their day-to-day needs.
21.	TBLC*	Meetings of FL Library Staff	<p>The Annual Florida Public Library Directors Meeting is held for public library directors throughout the state as a way for them to connect with their colleagues at other public libraries, learn about topics specific to their profession, and interact with the DLIS staff.</p> <p>The TBLC has worked in collaboration with the Department of State's Bureau of Library Development to coordinate the Public Library Directors Meeting since 2007.</p>
22.	DLIS	E-Government/Community Engagement and Resources	The DLIS E-Government Program provides statewide support to libraries for the improvement and implementation of e-government services. The program creates partnerships with public library staff, provides collaborative opportunities across the state, and raises awareness of e-government related information and services. Specifically, the E-Government Consultant selects resources and tools for Florida library staff to use in assisting patrons with workforce development, human services and disaster preparedness.
23.	DLIS	FL Statewide Digital Initiative	<p>The Florida Statewide Digital Initiative (FSDI) partners with the Sunshine State Digital Network (SSDN) to provide Florida's digitized cultural resources to the Digital Public Library of America. The DLIS staff participate in the SSDN Implementation Team, Training Work Group, and Outreach Work Group, and present webinar content, write newsletter articles, and collaborate to create future goals and program planning for the SSDN. The FSDI provides Florida's subscription to the Digital Public Library of America.</p> <p>The FSDI provides the opportunity for staff from Florida's libraries, archives, museums, and other cultural heritage organizations (LAMs) to take digitization courses from LYRASIS.</p> <p>The FSDI is working toward the creation of a statewide digital repository for LAMs to be able to showcase their digital content. The Director of the Division informed the evaluator that the contract for the repository is expected to be executed in Spring 2022, allowing for the repository to become available for use by the end of the current Five-Year Plan period.</p>

No.	Organization	Program	Description
24.	SEFLIN*	FL Library Jobs	<p>Southeast Florida Library Information Network Inc. (SEFLIN), in partnership with the State Library of Florida, provides access and support to the Florida Library Jobs website. The Florida Library Jobs site matches qualified applicants with Florida employers by providing a portal for employers to post open positions. To attract highly qualified candidates, SEFLIN partners with the other MLCs and state library schools to promote the service. Florida Library Jobs has operated free of charge for users since 2003 and has continued to be a one-stop shop for employers and jobseekers in the Sunshine State.</p>
25.	SWFLN*	Connected Director and Library Literacy Programs	<p>The Connected Director and Library Literacy Program provides support for meetings and programs for library directors, literacy staff, and cooperative heads to foster learning while inspiring public library directors and other library cheerleaders to grow in their role as community leaders. The program provides meeting support by paying for travel costs for directors to attend a meeting of public library cooperative heads in Tallahassee, paying for speakers, arranging the equipment and the meeting room for the Public Library Academy, securing and handling arrangements for the blended learning courses, and paying for travel costs for the literacy advisory committee.</p>

Source: Division of Library and Information Services (DLIS), Florida Department of State, and survey of Program Managers for statewide grant programs.

\*Note: Program is administered by the DLIS in partnership with a Multitype Library Cooperative or other library system.



**Appendix F: LSTA Grants to States Program Award by Organization – Competitive Grant Projects (FY 2018-2019)**

<b>No.</b>	<b>Organization</b>	<b>Project</b>	<b>FY 2018-2019 Award</b>
1.	Miami-Dade Public Library System	Lemon City Branch Library YOUmedia Miami and Digital Music Studio of MDPLS	\$210,217.00
2.	Miami-Dade Public Library System	Providing Access Archive & Digitize MDPLS Year 2	\$100,314.00
3.	PAL Public Library Cooperative	Bringing the 21st Century to Rural Libraries: Inspiring the Next Generation of Makers and Inventors	\$85,858.00
4.	Broward County Libraries Division	Project Welcome	\$81,733.00
5.	Jacksonville Public Library	Forward Opportunity @ JPL	\$71,951.00
6.	Pinellas Public Library Cooperative, Inc. Board of Directors	Lending Library Machine	\$32,900.00
7.	North Miami Beach Public Library	NMB Library STREAM Explorers	\$19,354.00
8.	Suwannee River Regional Library System	North Florida Heritage	\$11,100.00
9.	Suwannee River Regional Library System	Mobile Makerspace Kits	\$10,574.00
10.	Pinellas Public Library Cooperative, Inc. Board of Directors	Integrated Ukulele Learning Program	\$9,999.00
11.	New River Public Library Cooperative	STEAM Mobile Maker Station Expansion	\$9,766.00
12.	Apalachicola Margaret Key Library	Library as Archives: Memory Lab Project	\$9,725.00
13.	Polk County Library Cooperative	Polk SMILES	\$5,419.00
14.	Columbia County Public Library	Innovation Grant	\$4,000.00
15.	Gadsden County Public Library System	Innovation Grant	\$4,000.00
16.	Heartland Library Cooperative	Innovation Grant	\$4,000.00
17.	Northwest Regional Library System	Innovation Grant	\$4,000.00
18.	Panhandle Public Library Cooperative System	Innovation Grant	\$4,000.00
19.	Three Rivers Regional Library System	Innovation Grant	\$4,000.00
20.	Washington County Public Library	Innovation Grant	\$3,940.00
21.	Boynton Beach City Library	Innovation Grant	\$2,875.12
22.	Citrus County Library System	Innovation Grant	\$2,875.12
23.	Clay County Public Library System	Innovation Grant	\$2,875.12
24.	Collier County Public Library	Innovation Grant	\$2,875.12
25.	Fort Myers Beach Library District	Innovation Grant	\$2,875.12
26.	Hernando County Public Library System	Innovation Grant	\$2,875.12
27.	Lake Park Public Library	Innovation Grant	\$2,875.12
28.	Lake Worth Public Library	Innovation Grant	\$2,875.12
29.	Nassau County Public Library System	Innovation Grant	\$2,875.12

No.	Organization	Project	FY 2018-2019 Award
30.	Okaloosa County Public Library Cooperative	Innovation Grant	\$2,875.12
31.	Orange County Library Board of Trustees	Innovation Grant	\$2,875.12
32.	Osceola County Library System	Innovation Grant	\$2,875.12
33.	Palm Springs Public Library	Innovation Grant	\$2,875.12
34.	Riviera Beach Public Library	Innovation Grant	\$2,875.12
35.	Saint Johns County Public Library	Innovation Grant	\$2,875.12
36.	Saint Lucie County Library System	Innovation Grant	\$2,875.12
37.	Seminole County Public Library System	Innovation Grant	\$2,875.12
38.	Volusia County Public Library	Innovation Grant	\$2,875.12
39.	Apalachicola Margaret Key Library	Innovation Grant	\$2,875.11
40.	Broward County Libraries Division	Innovation Grant	\$2,875.11
41.	Jacksonville Public Library	Innovation Grant	\$2,875.11
42.	Lee County Library System	Innovation Grant	\$2,875.11
43.	Mandel Public Library of West Palm Beach	Innovation Grant	\$2,875.11
44.	New Port Richey Public Library	Innovation Grant	\$2,875.11
45.	New River Public Library Cooperative	Innovation Grant	\$2,875.11
46.	North Miami Beach Public Library	Innovation Grant	\$2,875.11
47.	North Palm Beach Public Library	Innovation Grant	\$2,875.11
48.	PAL Public Library Cooperative	Innovation Grant	\$2,875.11
49.	Pinellas Public Library Cooperative, Inc. Board of Directors	Innovation Grant	\$2,875.11
50.	Polk County Library Cooperative	Innovation Grant	\$2,875.11
51.	Sanibel Public Library District	Innovation Grant	\$2,875.11
52.	Suwannee River Regional Library System	Innovation Grant	\$2,875.11
53.	Miami-Dade Public Library System	Innovation Grant	\$2,850.30
54.	Altamonte Springs City Library	Innovation Grant	\$2,829.00
<b>Total</b>			<b>\$784,533.00</b>

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, Miami-Dade Public Library System received funding for the Providing Access Archive & Digitize MDPLS project during Fiscal Years 2018-2019 and 2019-2020.

**Appendix G: LSTA Grants to States Program Award by Organization – Competitive Grant Projects (FY 2019-2020)**

No.	Organization	Project	FY 2019-2020 Award
1.	Miami-Dade Public Library System	Expanding the Homework Help and Tutoring Program	\$253,583.00
2.	Northwest Regional Library System	Mobile Library	\$198,376.00
3.	Panhandle Library Access Network	WCPL Connects	\$142,000.00
4.	Boynton Beach City Library	Upgrade to RFID Technology	\$83,991.00
5.	PAL Public Library Cooperative	Tech-skills 101: Empowering Rural Children Through 21st Century Technology and Life Skill Education*	\$78,667.00
6.	Miami-Dade Public Library System	Providing Access Archive & Digitize MDPLS Year 3*	\$70,769.00
7.	Palm Beach County Library System	Pop Up Media Labs	\$68,387.00
8.	Broward County Libraries Division	Virtual AARLCC	\$48,678.00
9.	Panhandle Library Access Network	Early Learning Support for RAO Counties	\$41,333.00
10.	Jacksonville Public Library	JPL Adult Learning Services 2020: Inspire L3D	\$18,563.00
11.	Southeast Florida Library Information Network	Social Work Interns for Public Libraries	\$7,500.00
<b>Total</b>			<b>\$1,011,847.00</b>

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, PAL Public Library System received funding for the Tech-skills 101: Empowering Rural Children Through 21st Century Technology and Life Skill Education project during Fiscal Years 2019-2020 and 2020-2021. Miami-Dade Public Library System received funding for the Providing Access Archive & Digitize MDPLS project during Fiscal Years 2018-2019 and 2019-2020.

**Appendix H: LSTA Grants to States Program Award by Organization – Competitive Grant Projects (FY 2020-2021)**

No.	Organization	Project	FY 2020-2021 Award
1.	Miami-Dade Public Library System	MDPLS Adult Learning Academy	\$190,083.00
2.	University of South Florida – School of Information Library and Responsive Librarianship Info	Creating a Responsive Librarianship Scheme	\$159,761.40
3.	Palm Beach County Library System	Digital Display Signage	\$103,864.00
4.	North Miami Beach Public Library	Mobile Library	\$87,000.00
5.	Lantana Public Library	21st Century Community Library	\$72,860.00
6.	Lake Park Public Library	Automated Laptop Kiosks	\$68,485.00
7.	Southeast Florida Library Information Network	Library/Social Work Collaborations in SE Florida	\$66,506.00
8.	Palm Beach County Library System	Assistive Listening Devices	\$64,913.00
9.	University of Florida – George A. Smathers Libraries	Making Florida Newspaper Collections Accessible	\$53,040.00
10.	Broward County Libraries Division	Career Online High School	\$50,701.00
11.	Pasco County Public Library Cooperative	Mobile Makerspace	\$50,413.00
12.	Jacksonville Public Library	JPL Special Collections Preservation Project	\$46,046.00
13.	Friends of the Columbia County Public Library	Career Online High School in Columbia County	\$43,850.00
14.	Boynton Beach City Library	Community Pipeline to the Creative Economy	\$40,000.00
15.	Heartland Library Cooperative	Heartland Tales and Tails Through Technology	\$35,806.00
16.	PAL Public Library Cooperative	Tech-skills 102: Empowering Rural Children*	\$34,838.00
17.	Lake County Library System	Lake County Cultural Resources Digitization	\$20,551.00
18.	Walton County Public Library System	Digital Media for Increased Learning	\$18,182.00
19.	Okaloosa County Public Library Cooperative	Career Online High School – Okaloosa 2021	\$15,450.00
20.	New River Public Library Cooperative	STEAM Mobile Maker Station Expansion	\$15,400.00
21.	Indian River County Library	Expanding Technology Skills Education	\$9,646.00
22.	Clay County Public Library System	Sensory Inclusive Library Initiative	\$7,500.00
23.	Three Rivers Regional Library System	Bell Library Technology Improvement Project	\$5,787.00
24.	Polk County Library Cooperative	Stream STEAM to the Team!	\$4,714.00
<b>Total</b>			<b>\$1,265,396.40</b>

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, PAL Public Library System received funding for the Tech-skills 102: Empowering Rural Children project during Fiscal Years 2019-2020 and 2020-2021.

**Appendix I: Target Group for Competitive Grant Projects (FY 2018-2019)**

No.	Organization	FY 2018-2019 Project	Target Group
1.	Miami-Dade Public Library System	Providing Access Archive & Digitize MDPLS Year 2*	General
2.	Jacksonville Public Library	Forward Opportunity @ JPL	General
3.	Pinellas Public Library Cooperative, Inc. Board of Directors	Lending Library Machine	General
4.	Suwannee River Regional Library System	North Florida Heritage	General
5.	Pinellas Public Library Cooperative, Inc. Board of Directors	Integrated Ukulele Learning Program	General
6.	Apalachicola Margaret Key Library	Library as Archives: Memory Lab Project	General
7.	Polk County Library Cooperative	Polk SMILES	General
8.	Columbia County Public Library	Innovation Grant	General
9.	Gadsden County Public Library System	Innovation Grant	General
10.	Heartland Library Cooperative	Innovation Grant	General
11.	Panhandle Public Library Cooperative System	Innovation Grant	General
12.	Three Rivers Regional Library System	Innovation Grant	General
13.	Boynton Beach City Library	Innovation Grant	General
14.	Citrus County Library System	Innovation Grant	General
15.	Clay County Public Library System	Innovation Grant	General
16.	Collier County Public Library	Innovation Grant	General
17.	Fort Myers Beach Library District	Innovation Grant	General
18.	Lake Park Public Library	Innovation Grant	General
19.	Nassau County Public Library System	Innovation Grant	General
20.	Okaloosa County Public Library Cooperative	Innovation Grant	General
21.	Orange County Library Board of Trustees	Innovation Grant	General
22.	Osceola County Library System	Innovation Grant	General
23.	Riviera Beach Public Library	Innovation Grant	General

No.	Organization	FY 2018-2019 Project	Target Group
24.	Saint Johns County Public Library	Innovation Grant	General
25.	Saint Lucie County Library System	Innovation Grant	General
26.	Seminole County Public Library System	Innovation Grant	General
27.	Volusia County Public Library	Innovation Grant	General
28.	Jacksonville Public Library	Innovation Grant	General
29.	Mandel Public Library of West Palm Beach	Innovation Grant	General
30.	New Port Richey Public Library	Innovation Grant	General
31.	New River Public Library Cooperative	Innovation Grant	General
32.	Pinellas Public Library Cooperative, Inc. Board of Directors	Innovation Grant	General
33.	Polk County Library Cooperative	Innovation Grant	General
34.	Sanibel Public Library District	Innovation Grant	General
35.	Suwannee River Regional Library System	Innovation Grant	General
36.	Miami-Dade Public Library System	Innovation Grant	General
37.	Miami-Dade Public Library System	Lemon City Branch Library YOUmedia Miami and Digital Music Studio of MDPLS	School-aged youth (aged 6-17)
38.	PAL Public Library Cooperative**	Bringing the 21st Century to Rural Libraries: Inspiring the Next Generation of Makers and Inventors	School-aged youth (aged 6-17); Individuals living below the poverty line
39.	North Miami Beach Public Library	NMB Library STREAM Explorers	School-aged youth (aged 6-17)
40.	Suwannee River Regional Library System	Mobile Makerspace Kits	School-aged youth (aged 6-17)
41.	New River Public Library Cooperative	STEAM Mobile Maker Station Expansion	School-aged youth (aged 6-17)
42.	Northwest Regional Library System	Innovation Grant	School-aged youth (aged 6-17)
43.	Lake Worth Public Library	Innovation Grant	School-aged youth (aged 6-17)
44.	Palm Springs Public Library	Innovation Grant	School-aged youth (aged 6-17)
45.	Apalachicola Margaret Key Library	Innovation Grant	School-aged youth (aged 6-17)
46.	Broward County Libraries Division	Innovation Grant	School-aged youth (aged 6-17)

No.	Organization	FY 2018-2019 Project	Target Group
47.	Lee County Library System	Innovation Grant	School-aged youth (aged 6-17)
48.	North Miami Beach Public Library	Innovation Grant	School-aged youth (aged 6-17)
49.	North Palm Beach Public Library	Innovation Grant	School-aged youth (aged 6-17)
50.	Washington County Public Library	Innovation Grant	Children (aged 0-5)
51.	Hernando County Public Library System	Innovation Grant	Children (aged 0-5)
52.	Altamonte Springs City Library	Innovation Grant	Children (aged 0-5)
	PAL Public Library Cooperative**	Bringing the 21st Century to Rural Libraries: Inspiring the Next Generation of Makers and Inventors	School-aged youth (aged 6-17); Individuals living below the poverty line
53.	PAL Public Library Cooperative	Innovation Grant	Individuals living below the poverty line
54.	Broward County Libraries Division	Project Welcome	Ethnic or minority populations

Source: Division of Library and Information Services, Florida Department of State.

\*Note 1: The project received funding for more than one year. Specifically, Miami-Dade Public Library System received funding for the Providing Access Archive & Digitize MDPLS project during Fiscal Years 2018-2019 and 2019-2020.

\*\*Note 2: PAL Public Library Cooperative reported two target groups for the Bringing the 21st Century to Rural Libraries: Inspiring the Next Generation of Makers and Inventors project – School-aged youth (6-17) and individuals living below the poverty line, which are reflected on two separate rows in the table above (see row 38 and the row above row 53, which is left unnumbered to avoid counting the PAL Public Library Cooperative project twice).

**Appendix J: Target Group for Competitive Grant Projects (FY 2019-2020)**

No.	Organization	FY 2019-2020 Project	Target Group
1.	Northwest Regional Library System	Mobile Library	General/Rural
2.	Panhandle Library Access Network	WCPL Connects	General
3.	Boynton Beach City Library	Upgrade to RFID Technology	General
4.	Miami-Dade Public Library System	Providing Access Archive & Digitize MDPLS Year 3*	General
5.	Palm Beach County Library System	Pop Up Media Labs	General
6.	Broward County Libraries Division	Virtual AARLCC	General
7.	Jacksonville Public Library	JPL Adult Learning Services 2020: Inspire L3D	Library Workforce
8.	Southeast Florida Library Information Network	Social Work Interns for Public Libraries	Library Workforce
9.	Miami-Dade Public Library System	Expanding the Homework Help and Tutoring Program	School-aged youth (aged 6-17)
10.	PAL Public Library Cooperative	Tech-skills 101: Empowering Rural Children Through 21st Century Technology and Life Skill Education*	School-aged youth (aged 6-17)
11.	Panhandle Library Access Network	Early Learning Support for RAO Counties	Children (aged 0-5)

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, PAL Public Library System received funding for the Tech-skills 101: Empowering Rural Children Through 21st Century Technology and Life Skill Education project during Fiscal Years 2019-2020 and 2020-2021. Miami-Dade Public Library System received funding for the Providing Access Archive & Digitize MDPLS project during Fiscal Years 2018-2019 and 2019-2020.



## Appendix K: Target Group for Competitive Grant Projects (FY 2020-2021)

No.	Organization	FY 2020-2021 Project	Target Group
1.	Miami-Dade Public Library System	MDPLS Adult Learning Academy	General
2.	University of South Florida – School of Information Library and Responsive Librarianship Info	Creating a Responsive Librarianship Scheme	General
3.	Palm Beach County Library System	Digital Display Signage	General
4.	North Miami Beach Public Library	Mobile Library	General
5.	Lantana Public Library	21st Century Community Library	General
6.	Lake Park Public Library	Automated Laptop Kiosks	General
7.	Southeast Florida Library Information Network	Library/Social Work Collaborations in SE Florida	General
8.	Palm Beach County Library System	Assistive Listening Devices	General
9.	University of Florida – George A. Smathers Libraries	Making Florida Newspaper Collections Accessible	General
10.	Broward County Libraries Division	Career Online High School	General
11.	Jacksonville Public Library	JPL Special Collections Preservation Project	General
12.	Friends of the Columbia County Public Library	Career Online High School in Columbia County	General
13.	Boynton Beach City Library	Community Pipeline to the Creative Economy	General
14.	Heartland Library Cooperative	Heartland Tales and Tails Through Technology	General
15.	Lake County Library System	Lake County Cultural Resources Digitization	General
16.	Walton County Public Library System	Digital Media for Increased Learning	General
17.	Okaloosa County Public Library Cooperative	Career Online High School – Okaloosa 2021	General
18.	New River Public Library Cooperative	STEAM Mobile Maker Station Expansion	General
19.	Indian River County Library	Expanding Technology Skills Education	General
20.	Clay County Public Library System	Sensory Inclusive Library Initiative	General
21.	Three Rivers Regional Library System	Bell Library Technology Improvement Project	General
22.	Polk County Library Cooperative	Stream STEAM to the Team!	General
23.	Pasco County Public Library Cooperative	Mobile Makerspace	School-aged youth (aged 6-17)
24.	PAL Public Library Cooperative	Tech-skills 102: Empowering Rural Children*	School-aged youth (aged 6-17)

Source: Division of Library and Information Services, Florida Department of State.

\*Note: The project received funding for more than one year. Specifically, PAL Public Library System received funding for the Tech-skills 102: Empowering Rural Children project during FY 2019-2020 and FY 2020-2021.