Goal 1 – Digital Resources and Services - Foster greater access to shared digital resource collections and services

Investigate potential cooperative agreements with digital resource vendors

1. With SEFLIN members and other Florida libraries, identify needs for digital resources and identify vendors

2. Connect identified digital resource vendors with interested libraries for discounted or cooperative agreements

3. Annually review existing agreements

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1. SEFLIN participated in the State Library’s 2017-18 Digitization Planning Process. SEFLIN works closely with a Digitization Discussion Group and provides training and resources on this topic. The “Breakthrough Awards” program has provided resources and funds for seven digitization projects in the area. SEFLIN developed and published two libguides; the SEFLIN Digitization Resource Guide and the Digital Directory. The Executive Director, Jennifer Pratt, is serving on the newly formed Sunshine State Digital Network’s (SSDN) Steering Committee and is leading the Marketing subgroup of the Outreach Committee. Josh Stone, Director of Digital Services, is serving on the Training Committee.

SEFLIN has developed two mobile labs. The Digitization Kit: an entry-level digitization kit complete with laptop, scanner, digital camera, copystand, and studio lighting that is available for use by SEFLIN member institutions for small, exploratory, or community digitization activities. The SEFLIN Portable Podcasting Kit is comprised of professional, but entry-level, equipment suitable for various types of audio projects. The Portable Podcasting Kit includes a digital voice recorder, XLR microphones, microphone stands, and a laptop preloaded with the audio-editing software Audacity. The Portable Podcasting Kit is available for use by all SEFLIN member institutions looking to explore the possibility of podcasting, recording oral histories, or other audio-related projects.

2. In 2014, SEFLIN joined with NEFLIN to update and expand a listing for Vendor Discount Programs. SEFLIN updated this listing in December 2017.

3. SEFLIN annually reviews the existing agreements we have with the e-platforms.

The addition of the position, Director of Digital Services, currently held by Joshua Stone has greatly facilitated the capacity of SEFLIN to provide these services.

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Support the Southeast Florida Municipal Libraries Digital Consortium

1. Coordinate communication and agreements related to library participation in the consortium

2. SEFLIN investigated RB Digital and ODilo and negotiated
| (OverDrive) | pricing for the municipal libraries. Under our leadership, the libraries joined together into a shared purchase of the two e-platforms, and we have added additional libraries to the Overdrive consortium. SEFLIN is currently leading an investigation into a cooperative agreement with Bywater for an ILS on Koha. SEFLIN’s Director of Resource Sharing, Melanie McCartney, manages the three consortia. |
| 2. Investigate and compare vendors and services for the consortium | 3. The services are on a continual evaluation and review. |
| 3. Annually review the Digital Consortium services | |

### Goal 2 – Online Culture and Technology - Promote integration of new online information technologies

| Support online meetings and training | 1. SEFLIN offered access to Adobe Connect to nine libraries originally. The use of the rooms by libraries reduced to two libraries by 2017. Two of the SSDN groups are using the current SEFLIN platform, GoToMeeting for their meetings. |
| 1. Provide access to online meeting rooms for SEFLIN members | 2. SEFLIN used Adobe Connect for all online meetings and discussion groups until August 2017 when we switched to GoToMeeting products. The Adobe Connect contract was dropped in June 2018. |
| 2. Use online meeting format for SEFLIN meetings and training sessions | 3. In the year 2017-18 all staff, committee members, and presenters were trained to use GoToMeeting, and GoToTraining. |
| 3. Provide training or consulting for online meeting facilitators and hosts | 4. SEFLIN staff reviewed and evaluated online meeting platforms and chose to move to the GoToMeeting platform due to better pricing and a better format. |
| 4. Review and evaluate online meeting platforms | |

| Foster integration of online culture and technology | 1. SEFLIN has offered training through webinars, face to face events, and conferences to assist libraries increase their abilities to use social media in an effective manner. |
| 1. Feature training on social media, mobile services, cloud applications, and other new communication technologies | 2. SEFLIN staff and committee members use social media platforms to promote conferences, classes, and services. The Manager of Communication and Technology, Anna Arenas, has developed a communication and social media plan that schedules content weekly. |
| 2. SEFLIN will increase use of social media and technologies | |

| Assist SEFLIN members to develop and use mobile applications | 1. SEFLIN’s 2011-2012 trial for assisting libraries to develop mobile presence was not continued in 2013-2014. |
| 1. Explore funding and | |
collaboration for assisting libraries to develop or contract for a mobile presence

2. Develop or contract for a SEFLIN mobile presence

2. SEFLIN’s mobile site is currently being redesigned by Anna Arenas.

**Goal 3 – Professional Development** - Provide a broad range of learning opportunities for library staff at all levels

<table>
<thead>
<tr>
<th>Plan, implement, and evaluate workshops and webinars for library staff</th>
<th>1. SEFLIN reported an increase of 1,177 additional participants, a total of 2,783 in 115 live online or face to face continuing education events in 2016-2017 compared to 1,606 participants in 63 live online or face to face events in 2011-12. We have provided 3 national programs for SEFLIN and other Florida library staff; the Florida RIPL Institute, the Supercharged Storytimes project, and the new ACRL standards. Carol Anne Stiglmeier, the Director of Staff Development, manages this program.</th>
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<tbody>
<tr>
<td>1. Offer a balanced schedule of training topics and formats to support the job-related learning needs of library staff</td>
<td>2. SEFLIN currently provides a collection of recorded webinars and videos that are accessible through the member portal and a YouTube channel. In 2016-17 there were 361 downloads and 67 items circulated from this collection. Anna Arenas has moved this entire collection from Adobe connect to Google Docs. All presentations have been mapped to learning topics and use of this collection has been improved. SEFLIN also provided 111 online self-paced sessions through nationally recognized organizations like the ALA, and ACRL.</td>
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<tr>
<td>2. Acquire and provide self-paced learning opportunities</td>
<td>3. SEFLIN has not pursued the objective of providing continuing education credits.</td>
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<tr>
<td>3. Investigate organizations that will provide continuing education credits for SEFLIN member library staff</td>
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<tr>
<th>Identify and promote leadership, management and mentoring training opportunities</th>
<th>1. SEFLIN has encouraged participation in the Sunshine State Leadership Institute by communicating to the library staff about the program and participating in the program. Jennifer Pratt has been a mentor for the program for the last two years. Josh Stone and Melanie McCartney are graduates of the program.</th>
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<tbody>
<tr>
<td>1. Encourage participation in the Sunshine State Library Leadership Institute in 2014/2015 and 2016/2017 AND 2017/2018</td>
<td>2. SEFLIN includes leadership and management learning opportunities in each year’s continuing education calendar of events. During the last two years, the Director of Staff Development, Carol Anne Stiglmeier, has developed and promoted a learning cluster of library staff who meet monthly for webinars and other learning activities based on</td>
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<tr>
<td>2. Schedule other leadership, management, and mentoring learning opportunities in</td>
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| **Plan, implement, and evaluate an annual SEFLIN regional conference** | 1. SEFLIN has continued to provide a successful annual conference with national presenters as the keynote speaker. They have included:  
• Jamie LaRue was keynote speaker 2013  
• Char Booth was keynote speaker in 2014  
• Stephen Grubb was keynote speaker in 2015  
• Marilyn Johnson was keynote speaker in 2016  
• Kaetrena Kendricks was keynote speaker in 2017  
• Craig Pittman will be the keynote speaker in 2018  
The committee meets monthly both in person and virtually.  
2. Jennifer Pratt, with assistance from Josh Stone, has provided the leadership of this conference for the last three years. All staff have an important role in this project, providing the management of the registration, the committee work, communications, program, and social media.  
• Emerging Library Technologies Conference on July 11, 2013  
• Riding a Technology Wave on July 24, 2014  
• Connections: Libraries, Users and Technology on July 23, 2015  
• Changes in the Profession: New Frontiers, Challenges and Opportunities July 28, 2016  
• Libraries: the New Town Hall on July 27, 2017  
• *Diverse Services for Diverse Communities on August 2, 2018*  
| 1. With the Conference Planning Committee, identify and invite national, state, and local presenters for the conference program  
2. Manage all aspects relating to the presentations at the annual regional conference | |
| **Plan, implement, and evaluate an annual SEFLIN virtual conference** | 1. The Virtual Conference Committee has met each year on a monthly basis both virtually and in person. Together they have put together an interesting line up of speakers each year, with a nationally recognized keynote. Melanie McCartney provides the leadership for this conference.  
• Lee Rainie was the keynote speaker in 2013  
• Michael Stephens was keynote speaker in 2014  
• Nancy Dowd was keynote speaker in 2015  
• Jason Griffey was keynote speaker in 2016  
• Michael Peter Edson was the keynote speaker in 2017  
• *Stephen Abram will be the keynote speaker in 2018*  
2. All staff have an important role in this project, providing the management of the registration, the committee work, communications, program, and social media. The themes for each of the past years are as follows:  
• Mobile Devices: Gateway to your Library – Sept. 20, 2013.  
• UX: Seeing the Library Through Your Users’ Eyes – Sept. 19, 2014 | 1. With the Virtual Conference Planning Committee, identify and invite national, state, and local presenters for the virtual conference program  
2. Manage all aspects relating to the presentations at the annual virtual conference |
## SEFLIN Strategic Plan 2012-2018 Final Update

### Support SEFLIN committees and interest groups

1. Facilitate committee and interest group communication, document sharing, and scheduling through the SEFLIN website and Abila membership management system

2. Develop streamlined infrastructure and procedures to add new interest groups, support existing groups, and retire groups

### Manage the Florida Library Jobs service under contract with the Florida State Library and Archives

1. Maintain and improve the Florida Library Jobs websites

2. Review and approve employer, job, and resume postings

1. SEFLIN has continued to request LSTA funds and manage the Florida Library Jobs website for the last five years. The website is annually evaluated and maintained, with an update in 2014 to update the maps, an upgrade in 2015 for responsive design, and 2017 improved job searching.

2. A monthly statistical report is submitted to the State Library. These reports indicate a continuing and steady use of the website for a very low cost. Josh Stone manages this service for SEFLIN. He reviews and approves employer, job, and

### Key Dates and Events

- **Marketing, Outreach, and Advocacy @Your Library** – Sept 18, 15
- **Digital Utopia: Libraries Building Communities of Learning** – Sept 15, 2017
- **Libraries the intersection of Innovation and Technology** – Sept 28, 2018

### Facilitating Communication, Document Sharing, and Scheduling

Support SEFLIN committees and interest groups by facilitating communication, document sharing, and scheduling through the SEFLIN website and Abila membership management system.

1. In addition to Board committees, SEFLIN has 5 Standing Committees.
   - Advocacy
   - Conference Planning
   - One Card
   - Training Liaisons
   - Virtual Conference Planning

The committees are formed annually and entered into the Abila membership management system. During the last two years, SEFLIN has used Memberfuse to schedule, communicate, and share documents among committee members. SEFLIN is changing to a more robust system that is fully integrated with the Abila system this summer.

2. SEFLIN has increased the number of Discussion Groups to 6:
   - Adult Programming
   - Cataloging
   - Digitization
   - Digital Youth
   - Genealogy
   - Readers Advisory

These discussion groups are led by SEFLIN staff members and include online speaker presentations and group discussions.
**Goal 4 – Advocacy and Marketing - Lead Southeast Florida library efforts to increase awareness of libraries**

| Assist SEFLIN member libraries in developing their marketing and grant-writing skills | 1. Seflin provided Building Capacity workshops, consultations and practical Word-of-Mouth Marketing experience for teams from 9 member libraries. SEFLIN also provided a 2 day training (Florida RIPL) that focused on using data to tell the library story.  
2. SEFLIN started an Advocacy Committee in 2012-13. The committee has members but it has not been active for the last two years. A Marketing Discussion Group was begun in 2013-14 but it is not active either.  
3. In 2012/2013, the Building Capacity grant provided consultation, and grant writing readiness review. In 2014/2015, SEFLIN added Digitization and User Experience consultations. |
| --- | --- |
| 1. Provide training and resources for library marketing efforts  
2. Provide a committee for exchange of marketing ideas  
3. Provide training and resources for library grant-writing efforts |  |
media, and in print

2. Use the marketing kit for member recruitment and partnerships

3. Update icons and web graphics to identify SEFLIN services

goals

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<tr>
<th>Goal 5 – Resource Sharing - Support Southeast Florida libraries participation in Florida statewide resource sharing programs</th>
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<tbody>
<tr>
<td><strong>Support SEFLIN Member participation in Statewide Delivery</strong></td>
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<tr>
<td>Collect delivery information and payments for participants 2012/13 and 2103/14</td>
</tr>
<tr>
<td>SEFLIN Collected delivery information and payments for participants in 2012/13 and 2013/14. This project was moved to be under the auspices of the LCG grant in 2014/15.</td>
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<tr>
<td><strong>Support participation in reciprocal borrowing programs</strong></td>
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<tr>
<td>1. Review and update SEFLIN Library Card Program procedures</td>
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<tr>
<td>2. Explore agreements to expand the Sunshine Library Card program to other counties</td>
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<tr>
<td>3. Advocate for a statewide library card</td>
</tr>
<tr>
<td>1. In 2013, SEFLIN revised and updated the Library Card web pages and procedures to fit the new SEFLIN web site.</td>
</tr>
<tr>
<td>2. In 2014/2015 the Review Library Card Programs Committee, an Ad Hoc Committee, was convened to conduct a study and make recommendations. In 2017 SEFLIN launched the One Card, One Community program and discontinued the other card programs. Currently 34 libraries participate in the One Card program. In 2017-18, SEFLIN began supporting the COALA group of 6 municipal libraries as they begin looking for a new shared ILS.</td>
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<tr>
<td>3. There has been little interest in developing a statewide library card.</td>
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<tr>
<td><strong>Provide services under the Library Cooperative Grant</strong></td>
</tr>
<tr>
<td>1. Conduct the Library Cooperative Grant Resource Sharing Needs Assessment annually</td>
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<tr>
<td>1. An annual Resource Sharing Needs Assessment is conducted, beginning in 2014. All libraries in the SEFLIN region are contacted and asked to respond to the Resource Sharing Needs Assessment. The results are reported to the State Library within the LCG grant proposal.</td>
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<tr>
<td>2. All FLIN libraries are invited to participate (and provided a</td>
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</table>
2. Support FLIN Library participation in the statewide ground delivery service

3. Guide libraries through the process of adding initial holdings into OCLC’s FloridaCat (required through 2013/14)

4. Provide training to support cataloging, ILL and resource sharing

subsidy) in the statewide ground delivery service for resource sharing. Manager of Administrative Services, Irina Galilova, manages this service. Beginning in 2015/2016, the delivery subsidy is based on ILL rather than operating budget.


4. SEFLIN continues to provide training in support of cataloging, ILL and resource sharing.

5. SEFLIN provides new and innovative programs under the Library Cooperative Grant based on the needs expressed in the Resource Sharing Needs Assessment. The following new programs have been piloted:

- User Experience Project
- Grant Writing Consultant in Residence
- RDA Office Hours with Robin Fay
- Digitization Consultancies
- Digitization Support
- Consortial Purchases
- The SEFLIN One Card
- Mobile Digitization Lab
- Mobile Podcasting Lab
- Mobile Teen Innovation Lab
- Digitization Break Through Awards
- Data Dashboard

Goal 6 – Stable SEFLIN Infrastructure - Provide effective and efficient services to libraries in Southeast Florida

Provide efficient and effective member services and benefits

1. SEFLIN Staff and Board members monitor policies, procedures, and finances

2. Identify sources for non-dues revenue

1. SEFLIN Board meets in November, February, May and August. In 2014, a SEFLIN Ad-Hoc Committee on Reports made recommendations for streamlining reports to the Board and membership. The Executive Committee and the Board of Directors receive reports and Board Documents in a timely fashion. A formal personnel complaint policy was established in 2016. SEFLIN staff have
3. Maintain accurate and up-to-date office operations, website and Abila membership management system

4. Enhance SEFLIN staff skills through encouragement of participation in professional development plans

2. Since 2013/2014, SEFLIN has coordinated sponsorships for the Annual Conference and Virtual Conference, resulting in increased annual average revenue of $4,775 from an average of 14 sponsors. We have brought in an additional annual average of $1,500 in administrative fees for non-member consortial purchases.

3. Manager of Administrative Services, Irina Galilova maintains accurate and up-to-date office operations, receiving superior accounting reports from the auditors annually. Irina and Anna have done an extensive job of cleaning up the member data in the Abila membership management system.

SEFLIN has put in place several cost saving practices. We have:
- reduced the number of Abila licenses,
- reduced the phone cost by changing to a new system,
- reduced the cost our Internet to zero by negotiating internet service through the university,
- reduced the cost of the online meeting platform by changing systems, and
- reduced the cost of IT services by changing services and covering some services in-house.
- Reduced software licensing costs by moving all staff computers to Google Suite.

4. SEFLIN supports staff attendance at workshops and conference. In 2012/2013, Lois Albertson participated in the Sunshine State Library Leadership Institute. SEFLIN staff is active in the Abila NetForum customer community. Irina and Anna attend the Abila National
Conference. All staff are offered the opportunity to attend FLA and ALA annually. Melanie McCartney participated in the Sunshine State Library Leadership Institute. Josh Stone is participating in the Library Freedom Project. All staff participated in the RIPL event in 2016. Staff are offered the opportunity to participate in webinars and workshops throughout the year.


1. Actively recruit additional members, including former SEFLIN members
2. Develop and promote incentives for new SEFLIN memberships

Revenue from Member Dues has fluctuated down from $193,700 in 2014 to 174,400 in 2017 back up and beyond to its current expected total of $215,000 in 2018-19.