Florida Statewide Digital Initiative
Digital Action Plan 2015-18

For nearly 20 years, archives, libraries, museums and other cultural heritage organizations in Florida have been digitizing materials from their collections and making them available online. In a 2014 survey, 71 of 101 institutions indicated that they are creating digital resources. Access to these digital collections and the amount and breadth of digital content must be increased to meet the growing educational, research and business needs of Florida’s citizens.

To achieve the goals of increasing digital content and expanding access to digital collections, the Florida Department of State’s Division of Library and Information Services engaged nationally-recognized consultants and convened a statewide steering committee of cultural heritage and information service leaders to develop a statewide digital action plan. The Division and Steering Committee worked together with the consultants to survey and interview organizational representatives and other stakeholders and to develop statewide digital best practices. The result of this work is the Florida Statewide Digital Initiative: Digital Action Plan 2015-18.

This digital action plan will be used to guide the development of digital collections in Florida on a statewide basis. To implement this plan, key stakeholders, including public, academic, special and school libraries, library networks, archives, historical societies, museums of all types, cultural associations, and state, local and tribal governments, must work together.

In this plan, cultural heritage organizations include archives, libraries, historical societies, and museums. Allied information organizations, such as governmental and educational institutions, are also included in this designation.

The target audiences for this plan include:

- The Department of State’s Division of Library and Information Services
- Staff of Florida’s cultural heritage organizations who are responsible for acquiring, creating, providing access to, managing and preserving digital collections
- Professional organizations that support Florida’s cultural heritage organizations
- Organizations that support and fund Florida’s cultural heritage organizations

Florida’s Digital Environment: To guide the work of the Digital Action Plan 2015-18, the steering committee and the Florida Division of Library and Information Services had the project consultants conduct a statewide survey of digitization activity in January-February 2014 and a series of focus groups in September-October 2014. The focus of these activities was to gather data on the current and planned digital activities of the state’s cultural heritage organizations and to better understand digital issues in the cultural community. The project website, located at info.florida.gov/services-for-libraries/more-programs/statewide-digital-action-plan, includes overview reports on both the survey and the focus groups.

The survey was distributed to 583 institutions, and 101 (17 percent) responded. Seventy-one survey respondents are currently creating and/or acquiring digital collections, and eight respondents plan to begin doing so in the next three years. Respondents had been creating digital content since before 1990; the majority of them began creating/acquiring digital collections between 2001 and 2005.
Digital Collections: Cultural heritage organizations in Florida are creating digital content from a wide variety of formats. The material types most often digitized in survey respondents’ collections include:

- Photographic prints
- Flat works on paper
- Texts, manuscripts and other multi-page items
- Maps, architectural drawings and posters
- Film (film negatives or glass plate negatives)
- Books

More than 50 percent of the survey respondents indicated that they are digitizing materials in all of the above formats.

Over 60 percent of the survey respondents are also creating or acquiring born digital collections. The top formats being created or acquired include documents (PDFs, Word documents, spreadsheets), photographs or other still images, digital video and digital audio.

Florida Statewide Digital Initiative Mission: The Florida Statewide Digital Initiative expands access to digital content held by Florida’s archives, libraries, museums and other cultural heritage organizations.

Values that the Initiative supports:

- Celebrating the cultural and geographic diversity of Florida
- Believing that history and culture enrich the lives of all Floridians
- Valuing all cultural heritage collections
- Respecting the expertise and judgment of cultural heritage professionals
- Recognizing that collaboration is a means of increasing the effectiveness and reach of cultural heritage institutions
- Providing access to the national Digital Public Library of America

Digital Collection Audiences: Florida’s cultural heritage organizations serve the 19.7 million residents of Florida as well as the tourists who come to visit. According to the Florida Division of Cultural Affairs’ 2013 Fact Sheet, 74.9 percent of visitors to Florida participate in cultural activities. In 2013, there were 94.1 million tourists to Florida; there were 98.9 million in 2014. The target audiences for cultural heritage organizations include:

- General users/visitors - archives or library patrons, museum visitors seeking general information, and recreational readers viewing materials or gaining access to exhibits or experiences
- Learners/K-16 students - individuals seeking information that supports their learning environment, including K-16 learners and their teachers and parents; lifelong learners exploring topics for career advancement or personal knowledge/enrichment

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1. dos.myflorida.com/cultural/info-and-opportunities/resources-by-topic/advocacy/arts-and-culture-fact-sheet
2. According to the VISIT FLORIDA research department’s Historic Visitor Estimates for 2013 and 2014, visitfloridamediablog.com/home/florida-facts/research
• Scholars/researchers - individuals who desire in-depth information in support of their research
• Businesses - organizations that may utilize cultural heritage material for commercial, nonprofit and/or cultural tourism purposes; businesses utilize historical photographs and documents, legal and statistical information, government documents, and local newspapers for historical data, marketing, promotion and research
• Funders/donors - organizations and individuals who support the mission of cultural heritage organizations through direct and indirect financial support, donation of collections (both physical and digital), and sponsorships and legislation
• Cultural heritage organization staff, including boards and volunteers - individuals who are responsible for creating and implementing the mission, goals and activities of cultural heritage organizations, including libraries, archives and museums

**Goals and Activities:**

**Goal 1:** Develop and enhance the capabilities of the archives, library and museum community to create, promote and preserve digital collections for use and reuse.

**Objective A:** Maximize the participation of Florida’s cultural heritage organizations.

**Activities:**

- Expand the project implementation plan to include involvement of cultural heritage organizations and define the role of the organizational partners, e.g. multi-type cooperatives and professional associations.
- Develop a statewide list of libraries, archives and museums, including contacts.
- Develop an inventory of existing digital collections.
- Provide a directory of links to Florida library, archives and museum websites on the project website.
- Develop a clearinghouse that identifies digital resources, including expertise, equipment that will be shared, etc., and make it available on the project website.
- Create a digital collection development strategy that is transparent and open and that prioritizes topics to be digitized.
- Identify collections that encourage cultural tourism; provide a body of freely available resources for visitor bureaus.
- Encourage allowing materials to be used in open-access textbooks for K-16 education.
- Address music and film resources for the film industry.
- Explore strategies for funding local digital efforts.

**Objective B:** Develop a promotion and marketing program.

**Activities:**

- Establish a marketing and communications task force that will develop a multi-year promotion and outreach strategy that maximizes multiple communication channels.
  - Determine the most important demographics on which to focus.
- Review marketing efforts for existing cooperative digital programs to identify best practices.
- Develop a plan for high-level, continued visibility of the Initiative.
- Develop a logo and name to which institutions will want to connect.
- Build on strengths of local networking and communication to share expertise.
- Implement the communication plan promoting the Initiative to Florida’s libraries, archives and museums.
  - Share success stories to encourage continued contribution to the project.
  - Develop and cultivate an independent identity for the Initiative.
  - Continue promotion over time to bring additional collecting institutions into the group.
- Develop a statewide coordinated publicity program.
  - Develop collaborative marketing/promotion and outreach resources, and develop a toolkit that libraries, archives and museums can use to promote their own collections as well as the statewide Initiative.
- Offer statewide and regional outreach and information sessions.
  - Present at library and information studies, museum studies, public history, and archival higher education programs as well as K-12 education classes.
  - Conduct a training program for cultural organizations on how to market digitization to their community.
- Develop a tactical strategy for marketing the Initiative to Floridians, legislators and funders, and develop a marketing program that includes use cases that demonstrate success stories.
  - Develop a local, regional and statewide legislative advocacy program focusing on the success of the Digital Initiative.
  - Develop ongoing and continued promotion that advocates for the contribution libraries, archives and museums make to the state.

Objective C: Develop and implement a training and support program.

Activities:

- Establish a training task force that will develop and implement a training and support strategy/program based on Florida statewide guidelines and best practices for Florida’s cultural heritage organizations.
  - Implement a training program on getting started with developing and implementing a digital program.
  - Implement a support program to assure quality digital collections.
  - Develop an online toolkit (using the Florida statewide digital guidelines and best practices) that includes the following areas of digital collection management:
  - Developing and implementing a digital program at a cultural heritage organization
• Selecting a digital content/digital asset management system
• Learning about digital rights management
• Learning about digital project management
• Making decisions about preserving digital assets and metadata and about curating online exhibits
• Evaluate the success of the training and support program.

Objective D: Create a networking environment where Florida archives, libraries and museums can easily share digital knowledge and expertise across institution types.

Activities:
• Establish a network of liaisons with libraries, archives and museums.
  • Explore whether existing infrastructure, such as the multi-type library cooperatives, can be used to facilitate networking.
  • Identify or establish digital interest groups to facilitate local cultural heritage discussion groups.
  • Develop a strategy for facilitating statewide communication between local/regional coordinators.
• Identify institutions to serve as digital content aggregation nodes and coordinators of activities regionally.

Objective E: Develop a technology environment that will support the Florida Statewide Digital Initiative.

Activities:
• Explore strategies for addressing the need to support local capacity for digital creation.
  • Identify needs for assistance with conversion of content to digital format, including interest in outsourcing.
  • Identify availability of excess capacity at existing Florida digital labs and interest in undertaking additional digitization work.
  • Identify opportunity for statewide digitization service, digitization hubs or traveling digitization centers (e.g. Internet archive scan centers).
  • Identify vendors who offer digitizing services.
• Explore and share information about content management systems and repositories so that all organizations can get on the web.
  • Provide support and assistance in migrating to digital asset management systems.
  • Explore strategies for expanding use of shared content/digital asset management systems by Florida cultural heritage organizations.
• Establish a task force to develop and report on a recommendation for a Florida statewide digital preservation program.

**Goal 2:** Strategically meet the needs of targeted audiences that can benefit from access to Florida’s digital collections.

Objective A: Gain an understanding of the information, education and research needs of Floridians and how digital collections can meet those needs.

Activities:
• Review audiences and assess level of need/benefit.
  • Review results of 2014 focus group sessions/survey, identifying institutional needs and how digital collections can meet those needs.
  • Identify funding stakeholders’ needs and awareness of digital holdings and how cultural heritage organizations with digital collections can address those needs.
  • Explore Florida education standards as they relate to the project.
• Develop methods of reporting on the use and benefits of Florida digital collections.
  • Explore how other statewide digital collaboratives are measuring usage.
  • Review current digital collection usage metrics and identify future metrics to collect.

Objective B: Develop products and services that expand the use of Florida’s digital collections.

Activities:
• Develop an online toolkit for teacher workshops about using content.
• Seek and collect or develop online tools for teacher use of content.
  • Implement teacher workshops.
  • Link to CPALMS, Florida’s official source for education standards information and course descriptions.
  • Explore opportunities to connect Florida collections to Wikipedia.
• Enable reuse of data to promote digital scholarship.

**Goal 3:** Provide access to digital content held by Florida’s archives, libraries, museums and other cultural heritage organizations.

Objective A: Explore digital aggregation methods.

Activities:
• Explore partnership strategy for implementation of on-ramp to the Digital Public Library of America.

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3 Collaborate, Plan, Align, Learn, Motivate, Share; cpalms.org
• Explore portals, hubs and other methods of providing access to Florida's digital content.
  • Determine future of Florida on Florida.
  • Determine final strategy for implementation of central portal.
  • Develop implementation plan for central portal.
  • Initiate implementation of portal.
  • Launch central portal.

Objective B: Harvest metadata.

Activities:
• Identify metadata harvesting capabilities of cultural heritage organizations.
  • Develop Florida metadata data profile.
    • Confirm metadata harvesting capabilities of cultural heritage organizations.
    • Evaluate existing cultural heritage organization metadata as part of the aggregation planning.
  • Deliver training for metadata harvesting.
    • Develop toolkit on metadata harvesting.
    • Initiate workshops or webinars on metadata harvesting.
• Implement harvesting.
  • Implement OAI-PMH\(^4\) harvesting initiative.
  • Implement non-OAI-PMH harvesting initiative.
  • Harvest collections to continue building the repository.

Objective C: Investigate methods of providing a portal interface to deliver statewide digital content to the public.

Activities:
• Identify high-level requirements for a portal interface.
• Design a user-friendly interface for the public portal.
  • Investigate opportunities for enhanced user interaction, such as tagging and commenting.
  • Investigate requirements for multiple languages.
  • Implement mobile access capabilities.
  • Implement social networking functionality.
  • Implement curated online exhibit capabilities.

\(^4\) Open Archives Initiative Protocol for Metadata Harvesting
Goal 4: Support growth and sustainability of the Florida Statewide Digital Initiative.

Objective A: Develop a statewide model and governance structure for the Initiative.

Activities:

- Establish a task force/steering committee that will recommend a statewide digital initiative model and governance model.
  - Review existing governance models, including those of existing successful statewide digital initiatives.
  - Recommend a Florida statewide model and governance structure that includes:
    - A governing/advisory board that represents the range of participants, with additional experts as required; and
    - Partnerships with identified responsibilities.
- Establish a Florida Statewide Digital Initiative governing/administrative structure.

Objective B: Implement a project management structure.

Activities:

- Develop governance documents and plan.
  - Create a program vision/scope for future development and sustainability.
  - Create a 3- to 5-year strategic plan.
  - Develop a technology plan to support the project.
  - Define task groups, including charge, membership, etc.
  - Establish the targeted number of institutions that will participate in the Initiative.
  - Establish a target number of records/collections to be made available to the public through the Initiative.
  - Identify an institutional home for the project.
- Create a permanent program director position.
  - Hire a program director.
  - Expand the project website.
  - Create and maintain project documentation.

Objective C: Develop strong collaboration and expertise-sharing to generate the broad-based support needed to develop and sustain the Initiative.

Activities:

- Conduct frequent communication in a variety of formats to build awareness of the program.
  - Conduct regionally-based site visits and presentations on the statewide Initiative, including live demonstrations when available.
• Encourage broad-based participation across libraries, archives and museums.
• Explore opportunities to expand existing regionally-based digital collaboratives and existing digital collaboratives, bringing libraries, archives and museums into these collaboratives.

Objective D: Develop a funding and sustainability program for the Florida Statewide Digital Initiative.

Activities:

• Investigate other statewide collaborative funding structures and their models for sustainability.
• Develop tactical strategies for funding the Initiative.